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The State of Tennessee 2008 Information Systems Statewide Plan

CIO Update • Agency Updates • 08-09 Strategic Plan

State of Tennessee Information Systems Plan

Governor Phil Bredesen

Dave Goetz, Commissioner
Finance & Administration

Mark Bengel
Chief Information Officer
Office for Information Resources

From the Office of the CIO

The reality of a severe economic downturn requires the State of Tennessee to prove its agility; to thoughtfully approach cuts and reductions to achieve savings, while continuing to manage and support operations and services of state government and to serve the citizens of Tennessee.

These tough financial conditions create both a challenge and an opportunity to leverage technology to better serve the state by improving efficiencies and reducing costs. This requires each state agency to seek ways to utilize technology as cost cutting measures and to streamline their business vertical applications. Moreover, this requires focused strategic planning and collaborative efforts across the enterprise to prevent duplication of effort and to ensure we are meeting the requirements of our citizens in the most efficient manner possible.

This consolidated statewide plan represents the technology planning of forty-nine state agencies taken from their 2008-2011 Information Systems Plans. The plan represents the joint efforts of agencies encompassing all three branches of state government and literally hundreds of business and information Technology users and executives.

"Navigating through the downturn will not be easy but if we are willing to innovate and find creative ways to deliver services, we will rise from the ashes more disciplined, focused, and stronger."

The plan provides the reader an overview of the information technology planning process and its linkage to the strategic planning and budgeting processes for state government; highlights the technology achievements and plans for each agency, and a look into enterprise technology solutions and infrastructure.

We encourage you to use this consolidated plan as a reference document when considering agency specific technology projects that may be applicable to multiple agencies or an entire business group, as a tool to assist in future planning for the effective and efficient use of technology to enable service delivery, and to acclimate new employees to state government and the state's IT direction and initiatives.

Business leaders and IT leadership in State government have demonstrated their commitment to work through the challenges and persevere through the significant economic challenges. Navigating through the downturn will not be easy but if we are willing to innovate and find creative ways to deliver services, we will rise from the ashes more disciplined, focused, and stronger.

Mark Bengel, CIO

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CHAPTER 1

Foundation for Systems Planning

Foundations for Systems Planning

Introduction and History

Introduction

The State of Tennessee's Information Systems Plan provides an overview of the current status of information systems activities and technology in Tennessee. The purpose of the Statewide Plan is to:

- Communicate a shared vision for information technology within State government that will ensure the achievement of common goals and objectives through coordinated efforts.

- Outline Strategic initiatives identified through the planning process to establish goals and strategies for accomplishing our vision.

- Provide decision-makers with supporting information that can help with identifying technology initiatives that will move Tennessee closer to accomplishing its technology goals.

Chapter One presents a top down view of how the information technology environment is structured in Tennessee State Government.

History

The use of computers by the State of Tennessee began in 1958 with the installation of the first computer in the Department of Finance and Administration to implement a centralized payroll system. During the 1960s, the use of the computer as a productivity tool became widespread, and many of the larger departments installed computers to automate repetitive tasks.

In the early 1970s, by executive order, the State computer functions were centralized into one division in the Department of Finance and Administration. Since then, the Office for Information Resources (OIR) has served as the State's central information processing organization and as a computer service bureau to State agencies.

In the early 1980s, as information technology continued to become a more critical component of State government, an executive order established the Information Systems Council (ISC) as an executive steering committee to the State's information technology community. The Council was authorized to develop a long-term plan establishing a direction for the development and management of the State's information resources. The ISC was permanently established by statute in 1994.

Today, a primary objective of State government is to provide more services using fewer resources to the citizens of Tennessee. One of the primary strategies of meeting this objective is to streamline government processes and increase productivity using information technology. There is increased emphasis on identifying and meeting information technology requirements through a standard analysis process and a comprehensive planning effort. The ISC takes an active role in setting a statewide information technology direction. The ISC has also reaffirmed the need for long-range planning by agencies, as well as OIR's role in the development and review of these plans.
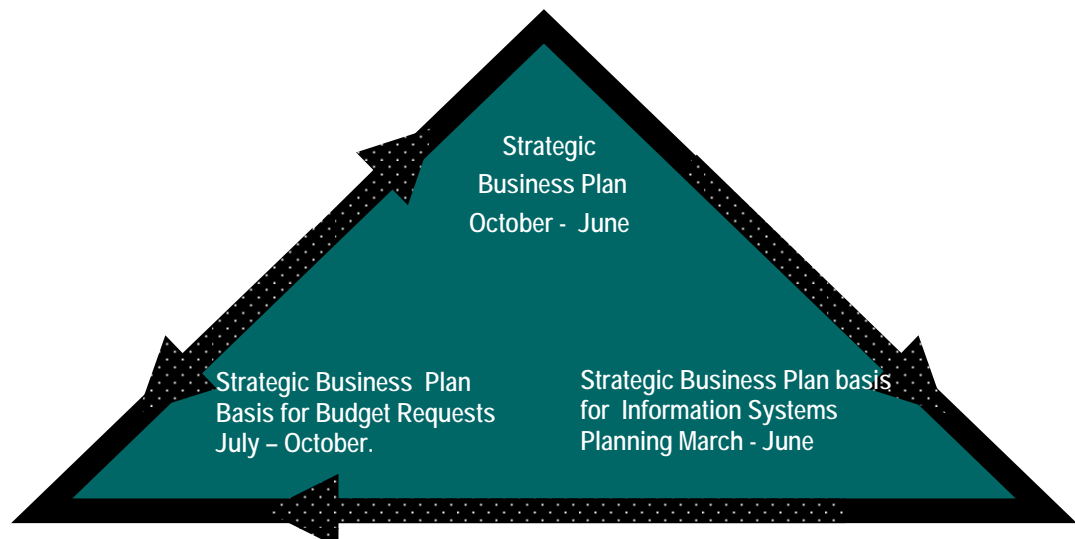
Strategic Planning

Strategic Planning Initiative

Strategic planning is the continuous process of systematically evaluating the nature of the business, defining long-term goals, identifying quantifiable objectives, developing strategies to reach these objectives and allocating resources to carry out these strategies. In 1997, key leaders in Tennessee State Government, including the Governor and his Senior Staff, the Commissioner of the Department of Finance and Administration, the Comptroller of the Treasury, and the State Treasurer, agreed that the State would greatly benefit from the development and implementation of formal strategic business plans. In August 1997, the Governor's Senior Staff initiated the first annual strategic planning process within the Executive Branch by developing a plan with which each of the Executive Branch departments could align.

One of the goals of the strategic planning cycle is to establish objective performance measures that will help recognize achievement and success in the State's business activities. The understanding of performance measures and the desire to develop appropriate and valuable measures that can manage business activity is a goal that was identified and included in the strategic plans developed by the 23 departments of the Executive Branch. When the "Tennessee Government Accountability Act of 2002" became law, two objectives were identified: effective and efficient delivery of government services, and maintaining public confidence and trust in State government. Strategic planning, performance-based budgeting, and performance review are the tools mandated to achieve those objectives.

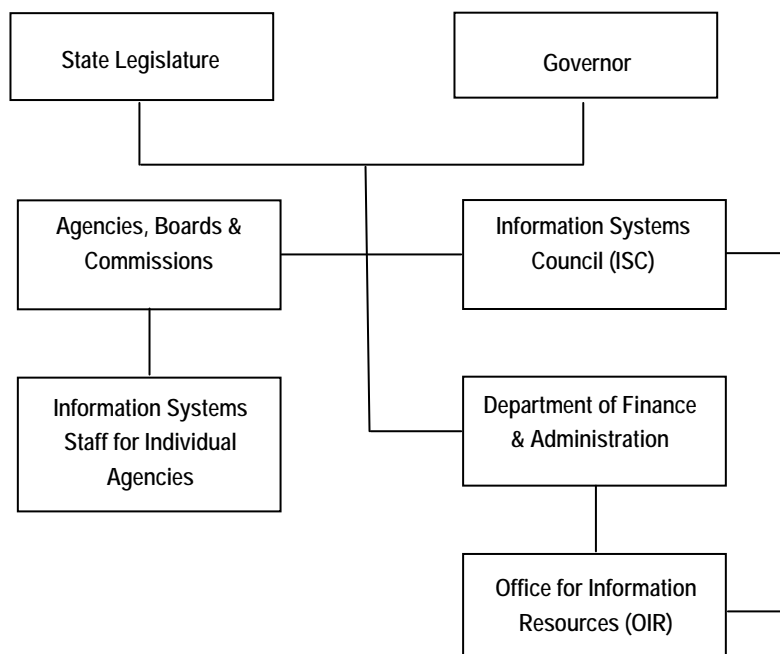The process of Strategic Planning in Tennessee has three important components: the Strategic Business Plan, the Three-Year Information Systems Plan, and the Budget Request process. The Strategic Business Plan drives development of the other components.

Strategic
Business Plan
October - June

Strategic Business Plan
Basis for Budget Requests
July – October.

Strategic Business Plan basis
for Information Systems
Planning March - June

IS Organization for the State

The basic organization for the administration of Information Systems in the State of Tennessee is provided below.

- The **Information Systems Council** (ISC) is charged with overseeing information technology for the State. The Commissioner of the Department of Finance and Administration chairs the ISC.

- The **Office for Information Resources** (OIR) provides direction, planning, resources, and coordination in managing the information technology needs of the State of Tennessee. OIR has consulting services available to agencies to facilitate all phases of a project including software development or purchases, installations, implementations, and all aspects of hardware configuration needs. Infrastructure responsibilities include server support, LAN, WAN, and Enterprise applications. OIR facilitates the use of information technology, provides technical direction and assistance to agencies for all distributive processing and network-related systems, and serves as a computer service bureau.

- Most agencies have information systems staff responsible for defining and/or providing information technology solutions for business needs. The agencies develop and manage their applications and desktops, and coordinate information technology needs with OIR.

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│  State Legislature  │        │      Governor       │
└─────────────────────┘        └─────────────────────┘

┌─────────────────────┐        ┌─────────────────────┐
│  Agencies, Boards & │        │ Information Systems  │
│     Commissions     │        │   Council (ISC)      │
└─────────────────────┘        └─────────────────────┘

┌─────────────────────┐        ┌─────────────────────┐
│ Information Systems  │        │ Department of Finance│
│ Staff for Individual │        │   & Administration   │
│      Agencies        │        └─────────────────────┘
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                               │ Office for Information│
                               │   Resources (OIR)    │
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Information Systems Council

Executive Order 18 established the Information Systems Council on March 31, 1988. In 1994, Tennessee Code Annotated was amended to enact into law the organization and membership of the ISC.

The ISC membership consists of:

- Commissioner of the Department of Finance and Administration (Chairman)

- Three members of the Senate (appointed by the Speaker of the Senate)

- Three members of the House of Representatives (appointed by the Speaker of the House)

- Comptroller of the Treasury

- Commissioner of the Department of General Services

- Chief Justice of the Supreme Court of Tennessee or the Chief Justice's designee

- A representative from the Tennessee Regulatory Authority (appointed by the Chair of the TRA)

- The State Legislature Director of Management Information Systems

- Two private citizens who have demonstrated expertise and experience in managing large and diverse information management systems (appointed by the Governor)

- Two non-voting members: (1) a State employee selected by the Tennessee State Employees Association who has experience in the field of Information Systems, and (2) the Chair of the State Information Technology Management Association.

The Role of the ISC

The ISC develops policies for the overall management of the State's information technology to ensure:
- Appropriate hardware and software for the State's Data Center;

- Appropriate security and disaster recovery policies & procedures for the State's information technology environment;

- Cost-effective use of departmental computer systems which, for the purpose of this policy, include the appropriate use and integration of microcomputers and minicomputers into the State's information management system;

- Appropriate and cost-effective telecommunication policies;

- Recommendations are forwarded to the Governor and General Assembly regarding amendments to the purchasing laws that would be beneficial in the establishment and operation of information systems;

- Establishment of guidelines for the acquisition and maintenance of both hardware and software;

- Establishment of effective long-range planning for the State's information management system; and

- Priorities are set for the development and deployment of new information systems.

The ISC reviews the overall effectiveness and efficiency with which the State's information systems network is managed. Such review is conducted, where appropriate, on an agency-by-agency basis for the purpose of identifying opportunities for improvement.

2008 ISC Council Members

Commissioner of the Department of Finance and Administration: Dave Goetz, Chairman

State Senate Members: Senator Jack Johnson, Senator Lowe Finney, Senator Mae Beavers

State House of Representatives Members: Steve McDaniel, Rob Briley, Mark Maddox

Comptroller of the Treasury: John G. Morgan

Commissioner of the Department of General Services, Gwendolyn Davis

Chief Justice of the Supreme Court (or Designee), Elizabeth Sykes, Director
Administrative Office of the Courts

Legislature: Steve Kriegish, Information Systems Director

Tennessee Regulatory Authority Member: Eddie Roberson, Chairman

Private citizens: Tim Getsay, Vanderbilt University; Donald Enfinger , The Bank of New York

Non-voting members: Mike Newman, ITMA Chairman: Martha Wettemann, TSEA Representative

Staff: Mark Bengel, Chief Information Officer, Department of Finance and Administration

Management Advisory Committee

Management Advisory Committee

A Management Advisory Committee (MAC) is established within each agency to ensure that senior business management directs information technology and participates in the planning and project management processes.

MAC Responsibilities

The MAC's roles and responsibilities include:

- Understanding agency business goals and objectives, the current information technology environment, and the infrastructure necessary to accomplish these goals and objectives.

- Setting agency information technology priorities and strategies.

- Approving overall organization policies for Information Systems Management (ISM) services.

- Directing the development and ensuring the quality of the three-year Information Systems Plan (ISP).

- Approving the initiation and monitoring the progress of all major Information Technology (IT) projects, including establishing project scope and service objectives.

- Ensuring direction and participation from the business units.

The MAC meets on an ongoing, regular basis (monthly or quarterly). The MAC meetings provide an opportunity for discussion between business unit management and information systems management on various information technology initiatives. The MAC provides a mechanism to ensure that technology, which may require extensive expenditure of agency and State resources, is acquired in direct support of business objectives as defined by the agency executive management team.

MAC Compostion

The composition of the MAC is impacted by the particular organizational structure of the agency. Generally, the following staff are members of a MAC:

- **Deputy/Assistant Commissioners**

  Includes deputy and all assistant commissioners within the agency. Usually, the deputy commissioner serves as chairperson, provides information to the commissioner, and directs MAC meetings. All of the assistant commissioners participate in setting agency priorities, ensure that acquired technology supports the agency's business, and meet regularly with their division leaders to review project priorities and issues.

- **Information Systems Director**

  Serves as staff to the MAC, prepares all meeting agendas, reports on projects along with the business sponsor, provides the staff required to develop the Information Systems Plan and ensures that the plan reflects the business and technology direction as set by the MAC.
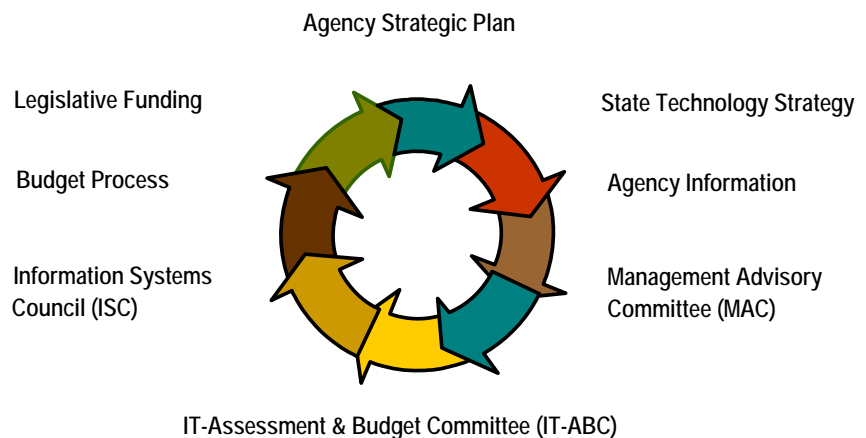
IS Systems Planning
Inputs and Drivers

An Information Systems Plan (ISP) is prepared annually by each State agency, including departments, boards, commissions and higher education institutions and is submitted to the Office for Information Resources (OIR). The ISP contains information about the business and technology strategies of the agency. Large and small projects for the three-year planning period are defined. The agency provides a prioritized list of information technology projects with descriptions identifying the initiative, objectives, costs, and benefits. The major components of the ISP are the:

- Information Technology Strategy

- Information Resource Management Issues

- Information Technology Projects

The agencies' Information Systems Plans provide an invaluable insight into the future information needs of the State. The quality of the ISPs makes effective short-term and long-term planning possible, enables an evaluation of the many diverse information needs, and provides a mechanism to address common solutions, providing optimal remedies to multi-agency needs. This information also serves as a forecasting tool for future technology needs for the State. Agency ISPs' are then used to develop the State Information Systems Plan. This plan gives a statewide overview of State Strategic Planning, Shared Applications, Enterprise Infrastructure Solutions, and an overview of the information technology environment of the agencies.

Planning, Review, and Approval Process

Agency Strategic Plan

Legislative Funding

State Technology Strategy

Budget Process

Agency Information

Information Systems Council (ISC)

Management Advisory Committee (MAC)

IT-Assessment & Budget Committee (IT-ABC)

Strategic Business Plan

An agency strategic business plan defines its mission, vision, long-term goals, quantifiable objectives and strategies to reach these objectives, as well as performance measures. It sets parameters for all other planning done at the agency level, including budget development and adjustments, human resource and facilities planning, information technology planning, and quality planning.

State Technology Strategy

OIR provides direction, planning, resources, and coordination in managing the State's information technology needs. The needs of the individual agencies are the vital ingredient in developing IT strategic, tactical, and operational plans in support of projects and strategies.

Agency Information Systems Plan

The agency Information Systems Plan helps the business units accurately project and define application and operational needs. Based on these projections, an ISP is prepared and submitted each year to the Office for Information Resources.

Management Advisory Committee (MAC)

The MAC is composed of agency executive management. The MAC ensures that information technology projects meet agency business objectives and priorities.

Information Technology Assessment and Budget Committee (IT-ABC)

The IT-ABC was created to address information systems issues with a statewide (corporate) perspective, to take a strategic view on major technological issues and to provide a process for monitoring agency projects. More than 50 individuals in the Office for Information Resources, and the Department of Finance and Administration's Budget Division review the plans.

Information Systems Council (ISC)

The ISC reviews and approves courses of action concerning information technology planning initiatives from both the agencies and OIR. Diverse backgrounds of the ISC members enable the Council to provide a broad perspective on significant issues.

Statewide Information Systems Plan

All the individual agency plans are consolidated annually into the State of Tennessee Information Systems Plan. Agency technology strategies and anticipated projects provide crucial information for centralized and department-level enhancements and expansions, infrastructure requirements (hardware, software, and network), and resource projections.

Budget Process—Requests and Approvals

The individual agency plans, as well as the consolidated State Information Systems Plan are major supporting documents for budget resource needs for the next fiscal year.

Legislative Funding

Budget recommendations and legislative funding approvals are a vital link in the overall process of Information Systems planning and project approval.

CHAPTER 2

Information Technology
Strategic Plan

Information Technology Strategic Plan

Goal 1

Provide an Effective and Efficient Shared Infrastructure

The shared services business model used by the State of Tennessee reduces operating and maintenance requirements, which ultimately lower the Total Cost of Ownership. In addition, centrally managed services promote the development of standardized processes and procedure, uniform best practices, and robust, high-availability environments. Tennessee has been a leader in utilizing enterprise service models, such as the wide area network, email services, virtual server environment, tiered data storage, Internet content filtering, video streaming, and enterprise content management.

Strategies

~ **Provide dual Data Centers.**

~ **Provide robust Disaster Recovery (DR) capability.**

~ **Provide a converged network infrastructure to enable deployment of new technologies to meet business needs of government.**

~ **Strengthen cost management program.**

~ **Ensure information resources are appropriately protected.**

~ **Enhance services to support the business requirements of State government.**

~ **Provide an Enterprise Command Center.**

Goal 1

Provide an Effective and Efficient Shared Infrastructure

Achievements

~ **Established Disaster Recovery (DR) application classifications based on the needs of the agencies.**

~ **Implemented short-term DR test lab for TennCare and Virtual Machine (VM) farm with failover and data storage for distributed systems.**

~ **Provided streaming video as a service offering.**

~ **Established a standard and contract vehicle for IP Telephony.**

~ **Awarded contract for wide area network enhancement (NetTN) to replace existing network.**

~ **Updated Cyber Academy, an on-line security tutorial.**

~ **Produced monthly internal audit reports.**

~ **Developed RFP for managed security services.**

~ **Led an effort to define the appropriate methodologies for the storage and retention of electronic records.**

~ **Developed Change Control Process.**

~ **Added Email Manager to Enterprise Content Management (ECM) Service Offering.**

~ **Developed a tool to allow legacy FileNet customers to migrate to the ECM System.**

Goal 1

Provide an Effective and Efficient Shared Infrastructure

Achievements

~   **Added nine new applications to ECM.**

~   **Increased virtual server farm to 450 virtual servers on 45 physical hosts.**

~   **Mainframe tape technology was migrated from 20 year old technology to new drivers.**

~   **Implemented data de-duplication technology.**

~   **Established a contract with AT&T for the NetTN Network infrastructure to replace the existing network.**

~   **Established streaming video as a statewide service offering.**

~   **Established web collaboration as an statewide service offering.**

~   **Completed a research project for IP Telephony.**

~   **Completed the consolidation of Metropolitan Area Network Novell file servers to the Data Center to include migration to VMWare and Storage Area Network storage.**

~   **Established new contract for toll free services.**

~   **Established new contract for BlackBerry devices and services.**

~   **Established new contract for statewide premise cabling supplies and services.**

Goal 2

Promote Integrated Government

The State will pursue opportunities to coordinate data collection to improve data sharing capabilities and reduce costs of acquiring and managing data. The State's Portal will be used to become ever more innovative in the delivery of information and services.

Strategies

~ **Promote data sharing interoperability.**

~ **Enhance online information and services to Tennesseans.**

Goal 2

Promote Integrated Government

Achievements

~ **Completed street centerline enhancement work with TeleAtlas.**

~ **Finalized maintenance plan and provided first set of updates from E911 districts and OIR Geographic Information Systems (GIS).**

~ **Completed Real Property GIS application.**

~ **Completed Polling Place Lookup GIS application for Secretary of State's Office.**

~ **Completed TWRA GIS Hunting application.**

~ **Completed a new GIS Enterprise Business Plan.**

~ **Scheduled GIS stewardship training at Tennessee State University's GIS lab.**

~ **Scheduled annual meeting with FEMA to support Flood Map Modernization.**

~ **Added or modified 32 Portal applications.**

Goal 3

Provide High Quality Customer Service

The State's technology community provides customers with quality, cost-effective information technology solutions. Our valued customers include various state, county, federal and local government entities throughout the State of Tennessee. We will identify ways to continuously improve our processes and policies to meet the ever-changing needs of the State and our customers.

Strategies

~ **Initiate continuous service improvement program.**

~ **Develop bi-directional customer communication strategy.**

Goal 3

Provide High Quality Customer Service

Achievements

~ **Collected, measured, and analyzed performance metrics against established SLAs.**

~ **Expanded IT Executive Committee (ITEC) program to all agencies.**

~ **Developed reports that will allow agencies to reconcile the total billing for OIR services to the actual services to quantities provided.**

Goal 4

Maintain a Strong and Effective IT Workforce

Providing comprehensive technical training in a timely manner is a priority for IT staff development. IS College was established to support funding of technical training of IT professionals in the State. The State recognizes the importance of preparing and mentoring the next generation of IT professionals.

Strategies

~ **Strengthen learning and educational opportunities.**

~ **Expand recruiting programs.**

Goal 4

Maintain a Strong and Effective IT Workforce

Achievements

- ~ Assessed IT training courses to ensure alignment with business needs.

- ~ Identified alternate training methods to meet the varying needs of IT professionals.

- ~ Developed and implemented a comprehensive developed, custom .NET Training program based on the State of Tennessee's development, enterprise architecture and security standards.

- ~ Developed Web-Based training courses.

- ~ Created on-line versions of technical courses.

Goal 5

Improve the State's Enterprise Architecture (EA)

The State of Tennessee will promote and foster a holistic view of the enterprise's processes, information and information technology assets as a vehicle for aligning business and IT in a structured and therefore more efficient, sustainable way.

Strategies

~ **Assure that IT solutions align with business needs.**

Goal 5

Improve the State's Enterprise Architecture (EA)

Achievements

~ **Defined and documented the scope of the State's Enterprise Architecture framework.**

~ **Developed framework for desktop standards configuration, methodologies, testing, research, and certification into the State environment.**

~ **Developed and implemented three new Project Management courses.**

~ **Developed and implemented three new Business Analysis courses.**

CHAPTER 3

Enterprise Infrastructure Solutions

Enterprise Infrastructure Solutions

Geographic Information Systems

Business Drivers

- Establish spatial or geographically referenced data to enable more robust business solutions

- Establish partnerships with local governments to develop a common framework or digital base map of Tennessee

Overview

The role of geography and location continues to play a significant role in State agency business decisions. Whether it is protecting the environment, improving public safety, or increasing opportunities for economic growth, Geographic Information Systems (GIS) provides the infrastructure and data required to view and analyze spatial data to enable timely, accurate, and cost-effective decision making.

In 2008, through the data products associated with the Tennessee Base Mapping Program (TNBMP), the State is beginning to realize the vision of establishing an enterprise approach to GIS. Rather than perpetuating autonomous agency project driven GIS efforts, the "Tennessee Map" (TNMap) enterprise GIS is helping to create a new paradigm for data sharing among State agencies and provides public access to a host of spatial data and applications created and managed by OIR and State agencies. Each agency is able to focus on its business process, while simultaneously supporting the sharing of GIS data through the TNMap enterprise environment.

Agencies with existing GIS programs participate and benefit by sharing existing data, and reducing redundant data maintenance and management responsibilities. Agencies beginning to explore GIS technology have a head start on developing GIS applications in an enterprise environment by having a readily accessible data resource. The TNMap shared application development environment focuses resources and provides expanded capabilities for all participants, as opposed to traditional, silo-like development environments.

Accomplishments and Significance to Government Operations

The initial production efforts of the TNBMP are now complete. Current plans are focused on how to maintain and sustain the TNBMP that satisfies State and local requirements. Specifically, OIR-GIS Services has completed a pilot project for 2007-08 to examine the most cost effective approach for developing digital ortho imagery. This project is focused on comparing the cost and benefits of OIR GIS managing the project versus leveraging the Department of Transportation and resources in the Aerial Survey Division to update the digital ortho imagery. With the conclusion of this two year pilot project, Finance & Administration has entered into a contract with Tennessee Department Of Transportation (TDOT) Aerial Survey Division to update the ortho imagery once every four years. TDOT will fly one administrative region annually and make the new digital ortho products available to OIR for hosting via the TNMap. The ortho imagery maintenance plan is reflected in the State map below:
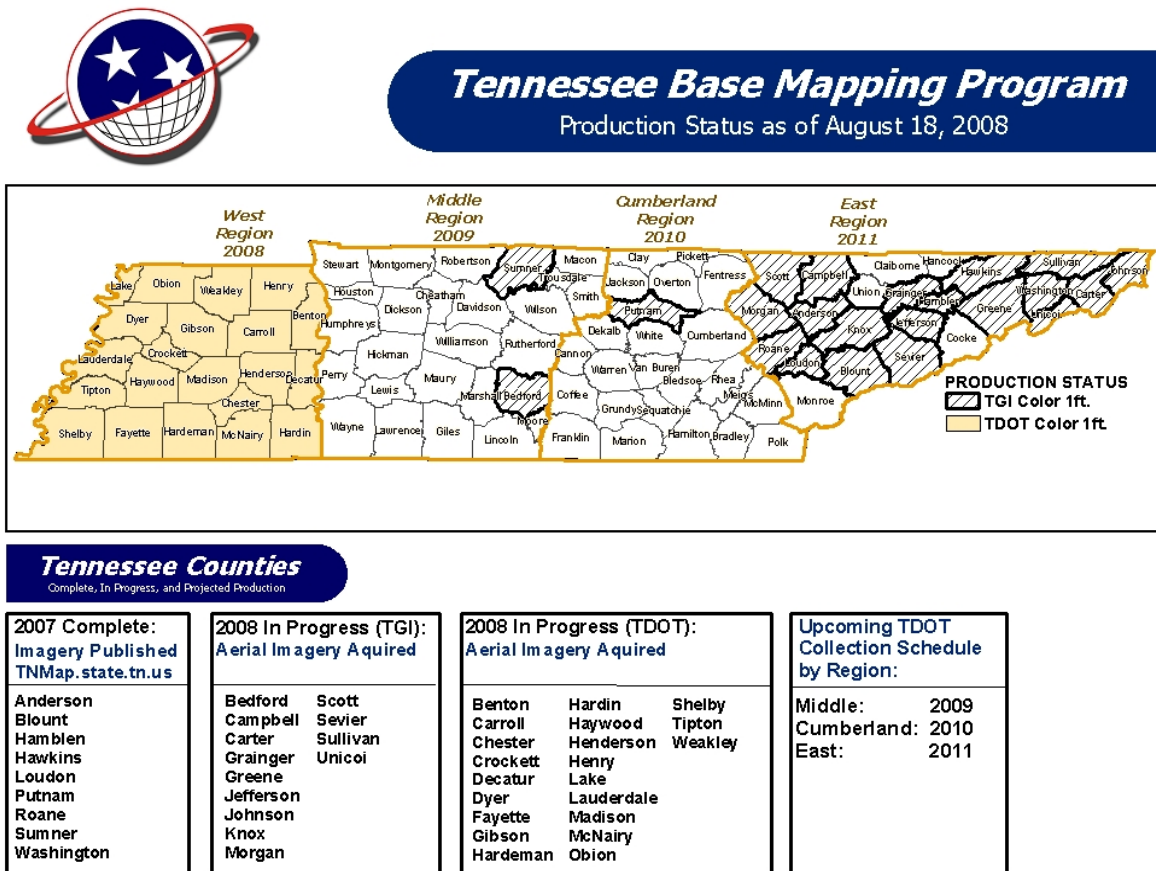
In addition to the ortho imagery, OIR GIS has completed development of a statewide address based street centerline database and developed a maintenance plan for the street centerline data. Working with the Emergency Communications Board and local emergency communication districts, OIR GIS will maintain a statewide seamless street centerline database for use in E911 applications. Having a single source for well maintained statewide street centerline data that is used by everyone will go a long way in locating and responding to cross jurisdictional emergencies or incidents and improving public safety.

Building on the foundation of the street centerline data, TNBMP data, and the TN Map enterprise GIS portal (http://tnmap.state.tn.us), the State has implemented a shared GIS services environment available to agencies for geocoding, service location identification, and routing tools.   Currently, there are several agencies that are leveraging the TNMap shared GIS service environment:

Government/Agency	Application	Web application/URL
Department of Health	Health Care Locator	http://tnetgis.state.tn.us/health
Department of Human Services	Day Care Locator	http://tnetgis.state.tn.us/childcare/
Department of Revenue	Sales Tax Lookup	http://tnetgis.state.tn.us/sst/taxratelookup.aspx
Tennessee Bureau of Investigation	Sex Offender Registry	http://tnmap.state.tn.us/sor/
Tennessee Wildlife Resources Agency	Hunting Locator	http://tnmap.state.tn.us/twra/
Secretary of State	Polling Place Lookup	http://tnmap.state.tn.us/sos
Comptroller of the Treasury	Property Assessment Lookup	http://tnmap.state.tn.us/assessment

These applications underscore the TNMap enterprise GIS vision statement "to create and maintain geospatial information to support State and local government business processes through a coordinated and centralized approach that results in reducing duplication of effort and a more effective and efficient government. "

This enterprise vision statement is part of an overall GIS Business plan developed in 2008. The business plan identifies specific "framework" GIS data sets that are required elements of the TNMap infrastructure and highlights the cost to support each data layer. In addition the plan provides insight into the need for coordination and justification of developing and maintaining an enterprise GIS within State government.

Tennessee's ability to develop and sustain a coordinated GIS program for State and local government, and participate in the National Spatial Data Infrastructure (NSDI) is important for a number of reasons, but is focused on four primary components:

Improving the effectiveness of intergovernmental relationships
Ensuring Public Safety
Promoting Economic Development
Protecting the Environment

Tennessee is coordinating and building geospatial data and resources that will serve many needs, interests, and geospatial data consumers across the State. Through the development of standards and a centralized GIS data repository, OIR GIS Services is enhancing the collective value of the State's GIS assets and providing a new approach to solving problems from a spatial perspective. The business plan provides specific details on how partnership development between local and federal agencies is crucial to the long term success and viability of the National Spatial Data Infrastructure to maximize the investment the State has made in geospatial data and services.

e-Health Network

Business Drivers

- Interconnect clinicians and providers for sharing of e-health information

- Ensure appropriate security and privacy as required by State and Federal law

- Ensure interoperability among all healthcare stakeholders

- Minimize redundant or duplicative services among stakeholders

- Ensure public trust through appropriate safeguards and transparency

Overview

In 2002, Governor Phil Bredesen pledged to build a statewide health information infrastructure. In April, 2006, Governor Bredesen issued Executive Order 35 to create the Governor's e-health Council.

Since then, the Council has facilitated and accelerated the utilization of health information technology in Tennessee, with the explicit goal of supporting wide-scale use of Electronic Medical Records (EMRs) and ePrescribing. E-prescribing gives a prescriber the ability to electronically send an accurate, error-free and understandable prescription directly to a pharmacy from the point-of-care.

The Council looked to the existing Network Tennessee (NetTN) to support the Council's vision of providing a private e-Health Network infrastructure to every corner of Tennessee. NetTN has a presence in all of Tennessee's 95 counties and provides managed network services to state government, local government, the Tennessee Board of Regents, and the Tennessee Department of Education. NetTN was developed to standardize state networks, leverage existing assets and create an interoperable "networks of networks" for all Tennessee citizens. Furthermore, NetTN provides a cost-effective means for counties, cities and municipalities to access numerous services related to State and local governments such as education, health care and public safety.

Summary

The State has carved out a specific network channel, the Tennessee e-Health Network and tailored it to the particular security concerns related to sharing health information. The e-Health Network adds a layer of HIPAA-compliant authentication, so medical professionals can access the e-Health Network's key information only in the process of making treatment decisions. This feature makes the Tennessee e-Health Network nationally unique.

Additionally, the e-Health Network is poised to offer more information services clinicians need as they make health care decisions. The Tennessee Department of Health is a resource the State has identified for early e-Health Network integration by adding key registries, including license renewal, immunization and controlled substance databases. In the longer term, the State will incorporate access to data from regional health information organizations and from individual providers.

The e-Health Network has added functionality to integrate these and other information resources for ease of use by medical practitioners. While all data systems remain independent, a clinician is able to enter a patient's identifying information and locate the patient's relevant data across any of these information resources. For example, the system integrates first with a practice's own Practice Management System and Electronic Medical Record to collate internal patient data. Then, a clinician can access the data available from e-Health Network resources such as Shared Health and the Department of Health. Finally, a practice can access any e-Health Network where it has established the legal right to share data for purposes of referral and treatment, creating a dashboard for the clinician that shows available patient data. This same example applies to other kinds of health care providers such as medical clinics or hospitals.

In accordance with Tennessee's policies to protect patient rights, all patients must be notified of their right to opt out of such data systems. Patients should also be counseled on the benefits of having this data available during an emergency room encounter, a community-wide disaster, or even for something as routine as a follow-up visit with a primary care provider after a specialist visit. The Governor's e-Health Council continues to define very specific rules for operations within the Network and for the stakeholders represented there.

It is the State's intent to provide access to the e-Health Network, at the lowest rates available, for medical stakeholders from both the private and public sectors. Therefore, NetTN will extend the rates to the most rural hospitals and physicians across the state. To take advantage of this NetTN e-Health initiative, the participant must agree to share a core set of health information to any other participant on the network for reason of clinical treatment.

ePrescribing

At the start of 2008, the e-Health Council defined very specific objectives to increase the number of physicians connected to secure, high-speed broadband and simultaneously drive Tennessee physicians to realize some of ePrescribing's patient safety enhancements. To accomplish this goal, the State established a one-time, state funded grant program known as the Physician Connectivity Grants. The grants provide $2,500 or $3,500 per physician to purchase equipment, hardware, software or peripherals. The grant requires providers to ePrescribe for two years.

By May of 2008, less than six months into the connectivity and ePrescribing implementation plan, the State has made significant strides in ePrescribing. Four large administrative grantees have helped to target Physician Connectivity Grants to adult and pediatric primary care providers, concentrating on rural providers and heavy TennCare practices. As a result of these grants, 397 treatment sites in 74 of Tennessee's 95 counties have signed on to the Network to participate in ePrescribing. Funding has been allocated for almost 1,700 physicians and to date, more than 1,245 physicians across the state are in the process of enrolling in the grant program.

Tele-Health

Almost a decade ago the University of Tennessee Health Science Center (UTHSC) established a point-to-point Tele-Health program that is now available in 71 Tennessee locations. With the e-Health Network, Tennessee is moving toward Tele-Health operations that can connect to any health care provider who has the appropriate video technology, without having to create a point-to-point connection. Federally qualified health centers (FQHCs) were early adopters of the NetTN network. These services are bringing specialty care to rural areas and underserved populations that often have difficulty getting specialty services.

One of the most successful early initiatives on the e-Health Network has been remote eye imaging. During 2007, the Community Health Network entered into a contract with the Vanderbilt Ophthalmic Imaging Center to read digital eye images captured by three retinal cameras. Remarkably, in the first two months of the program 16 percent of patients required urgent referrals for sight-threatening diabetic retinopathies and one patient was found to have an embolus and thus, recommended for cardiology/vascular follow-up. The number of patients served is expected to dramatically increase as the program becomes more established at participating clinics and as the network expands to clinics in East Tennessee. The e-Health Network is also working with major payers to address reimbursement difficulties and streamline payment for Tele-Health services. State funding for the Tele-Health program was successfully leveraged to secure FCC funding that will connect 400 additional nonprofit treatment sites for inclusion in the e-Health Network.

Change Management

Business Drivers

- Improve day to day operations of the organization

- Increase visibility of change management

- Minimize the impact of change related to the customer

Overview

The Office for Information Resources is tasked with providing a stable and reliable IT infrastructure for the State of Tennessee. The purpose of the Change Management process is to minimize service disruptions to the our computing environment and promote system availability. Change Management exists to coordinate and inform customers of all changes that impact any shared computing system or service under the direction of the Enterprise Command Center. The overriding goal is to provide a high level of availability and service to the customer. Change Management is the process that protects services from changes that are potentially disruptive or have unacceptable risk associated with them. It is the ongoing process of communicating, coordinating, monitoring, and scheduling changes to that environment. The Change Management function has the responsibility to ensure that appropriate documentation, testing, notification (posting announcement), training (customers and staff), and recovery procedures are in place for each change requested. All shared hardware, systems software, application software, or procedural changes that could impact the environment, and possibly impact service, are to be presented in Change Management prior to the State's technology implementation.

The Change Management process ensures that all elements are in place, all parties notified and trained, and the schedule for implementation is coordinated with all other activities on the State of Tennessee network.

Benefits of Change Management: Unauthorized change is a major cause of unplanned work, unanticipated downtime, and risk. Enforcing a Change Management process pays off in improved service quality, greater audit ability and reduces unplanned work. By reducing unplanned work, IT systems become a more predictable and stable environment. This allows IT staff to concentrate more on deployment of new services on time and within budget.

Rationale: Change Management provides a process to apply changes, upgrades, or modifications to the IT environment. This covers any and all changes to the hardware, software or applications. This process also includes modifications, additions or changes to the Network or Server hardware and software. It also includes any event that may alter the normal operating procedures.

Changes to the IT environment arise from many circumstances, such as: periodic maintenance, user requests, hardware and/or software upgrades, acquisition of new hardware and/or software, changes or modifications to the infrastructure, and unforeseen events.

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Change Advisory Board: Any proposed change is approved in the change management process. The Change Advisory Board (CAB), is made up of representatives from all areas in IT and representatives from business units. The E-CAB is an executive level group chartered to respond rapidly during and emergency or problem to assess the situation, evaluate potential change and approve changes to enterprise systems to rapidly restore service.

Change Categories:

A. Major Change

Major Changes are defined as a high risk, involving complex changes altering production systems and difficulty with backup/ recovery in the event of an issue. Major changes have the greatest potential for major impact upon service level objectives. These changes normally require detailed planning, extensive coordination with Agencies, scheduling, activity coordination between multiple support groups, and on occasion an extension to normal maintenance windows. Additionally, this level of change is typically implemented in steps over an extended period of time whenever possible. Major changes require review and approval at the Change Advisory Board (CAB) meeting prior to implementation.
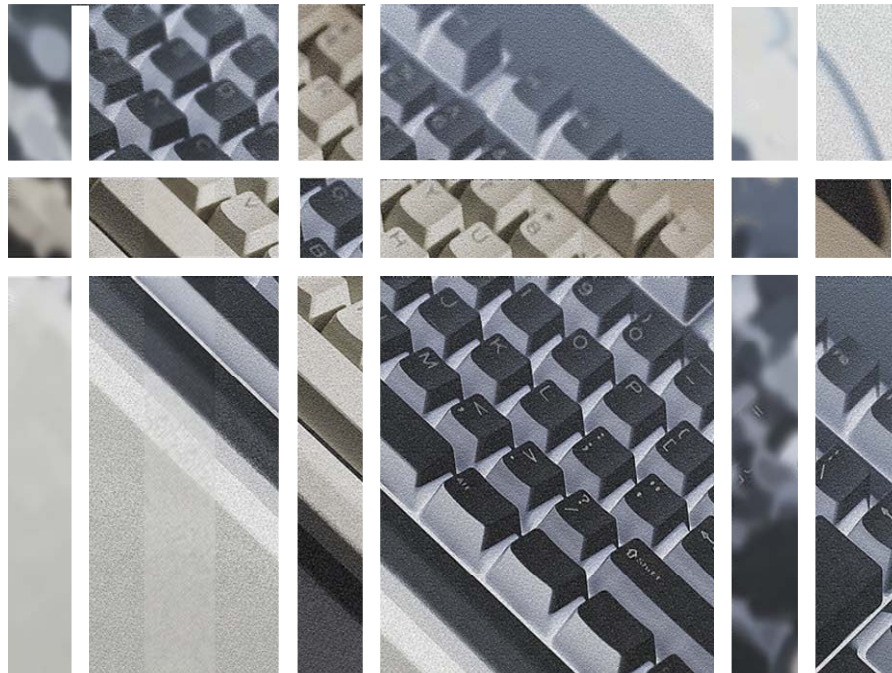
B. Significant Change

Significant changes are defined as **medium risk**, involving alteration to a production system or systems' functionality and with moderate difficulty in back out in the event of an issue.

Significant changes typically have a medium risk factor and the potential for a significant impact upon service level objectives. These changes also require thorough planning, coordination with agencies, scheduling, activity coordination among multiple support groups. Significant changes require approval of the Directors or Managers of the sections involved in the change or potentially impacted the change.

C. Routine

A routine change is an accepted solution to an identifiable and relatively common set of requirements where authority is effectively given in advance of implementation. Standard changes imply a **low risk** factor; potentially have no impact upon service level objectives. Routine changes are categorized by limited impact to production services, and the ability to adequately test prior to implementation and easily back-out/recover in the event of an issue. These changes have a lower potential for minimal impact upon service level objectives. These changes require planning, scheduling and activity coordination between support groups. Routine changes require review and minimal approval by coworkers and technicians of the section of the group performing the change.

D. Emergency Change

An Emergency Change requires **immediate implementation** to correct a disruption or outage of service. Since these changes must be implemented immediately, written documentation and approval requirements must be met following implementation. Executive Director or Director verbal approval is required to implement the change.

Continuously Improving Change

Figure 1: The Four Levels of IT Maturation

Performance Metrics: Since implementing the new Change Management Process, management can now measure the category of change made. Since July 1st – Sept 30th

- There have been 731 Total Changes

  537 Routine Changes – 74%   132 Significant Changes – 18%   62 Major Changes – 8%

- Of the 731 changes, 10 were emergency and 19 were urgent

Consolidation Migration

Business Drivers

- Enable comprehensive enterprise disaster recovery

- Reduce the cost across State government for IT infrastructure

- Enhance data sharing capabilities

Overview

As IT operational issues became more complex and associated costs continued to rise, the State of Tennessee needed to find a way to minimize complexity and spending while maintaining quality of services delivered to its citizens. It became apparent that virtualization would be one solution to do just that, and as an added benefit, the State found a greener way to do business and to reduce our footprint on the state environment.

The advantages of server virtualization have allowed the State of Tennessee to reduce staffing costs, lower energy costs and harmful carbon dioxide emissions, and offer better Disaster Recovery (DR) options. High availability is more easily maintained as well, with almost zero downtime realized for planned and unplanned outages. Customers are pleased with the faster provisioning of a virtual server over the customary lag time needed to procure a physical piece of server hardware.

The server farm in Tennessee's state government data center hosts 450 virtual machines. If a physical server breaks down , the storage area network (SAN) that houses the virtual servers can send them to a different box, which provides tremendous flexibility to perform maintenance even in the middle of the day. If a disaster hits the data center, the SAN can send any virtual server to a backup location. The virtual server can just spin up at another farm at another site, and everything is intact, including the IP address.

The use of enterprise SAN technology has provided highly reliable and enhanced performance for agencies choosing to use this service. By consolidating this data, less time is needed to manage legacy isolated disk arrays and data stores, and more time can be dedicated to Disaster Recovery testing exercises to ensure business continuity for agencies. The enterprise SAN also provides the capability for agencies to share data as needed in a more streamline fashion.

Finally, the implementation of Enterprise Data Backup has reduced the State's infrastructure footprint by removing disparate tape drives and silos that agencies used for backups. This again has provided cost savings from the reduction of backup tapes in use and the amount of time that staff devoted to performing daily backups and swapping tapes. OIR has instituted a new technology entitled D-Disk Duplication, (DDR), that allows backups to be written to low cost SATA drives. The speed of backups have increased, as well as the amount of storage to disk of backups due to disk compression. Overall, the new DDR technology has provided a disaster recovery solution for backups, and allowed the volume of backups to increase.

Agency staff retain control of and responsibility for business functions and the programs that support them. The goal is to ensure that the technical infrastructure to support the business of government will be available when needed.

Green IT

Business Drivers

- Reduce energy consumption through IT

- Minimize the total IT footprint

Overview

Going "green" is a trend in the information technology field with the promise of a reduction in operating expenses. Green computing is the study and practice of using computing resources efficiently. The State's focus on green computing includes PC Power Management and Data Center practices to reduce energy consumption.

The term "green IT" is widely used by the industry and in the media. IT organizations have an opportunity to improve the environmental footprints of their IT infrastructures, and an even bigger opportunity to make real contributions to helping the enterprise contribute to reducing energy consumption. Gartner Research defines "green IT" as the optimal use of information and communication technology for managing the environmental sustainability of enterprise operations and the supply chain, as well as that of its products, services and resources, throughout their lifecycles. (Mingay, 2007)

Much of the attention on power consumption has focused on data centers, but PC power consumption within an organization can be significant. Energy Star Power Management features is standard in Windows and Macintosh operating systems. These features can place monitors and computers (CPU, hard drive, etc.) into a low-power "sleep mode" after a period of inactivity. Simply touching the mouse or keyboard "wakes" the computer and monitor in seconds. Activating sleep features saves energy, money, and helps protect the environment.

According to Energy Star, many organizations choose to implement power management policies because of a compelling business case. Benefits include:

- Cutting the electricity used by PCs roughly in half, saving $25–75 per PC annually.

- Reducing office cooling loads, saving an additional $5–10 per PC annually, and as much as $10–25 or more in warm climates.

- Decreasing peak load demand charges levied by utilities.

- Enhancing data security by reducing the chance that valuable information is displayed on unattended PCs.

- Improving user productivity by eliminating the daily wait for computers to boot up.

By contrast, the costs associated with activating these settings are minimal. Costs may include:

IT staff time, as care must be taken to ensure that sleeping computers do not interfere with the distribution of administrative software updates. Additionally, older software applications and peripheral devices should be tested for "sleep" compatibility. Even for the largest companies, these precautions rarely take more than a few days of work.

The State is currently implementing Desktop Power Management standards that have potential to save $25 - $75 per year, per desktop computer.

New Data Center

Business Drivers

- Increase systems availability

- Reduce risk of downtime

- Shorten recovery times

Overview

The State of Tennessee is building a second Data Center south of Nashville. As the State upgrades more and more systems and automates more processes, the need to increase systems availability, reduce the risk of downtime and shorten recovery time goes up. We are in the process of designing a dual Data Center environment that will reduce the State's exposure to a disaster, increase the systems availability, and improve disaster recovery times.

The new South Data Center with 48,000 gross square feet will accommodate office space, a raised floor, and the required support areas. Increased security features and a reinforced building will hold up to 47 people over three shifts.

The new facility meets IBM's recommendations for the physical data center facility design and will be classified as a Tier III Data Center as defined by the industry recognized group, 'The Uptime Institute'. Tier III has increased redundancy and stability over a Tier I or Tier II data center.

The overall design objective is to obtain a new facility that is functional, efficient and architecturally expressive of the functions housed within while being sensitive and supportive of the existing community and context of the area surrounding this site. The State is implementing environmentally friendly equipment, materials and procedures where cost effective.

Building Design Considerations

The design of the South Data Center will allow concurrent maintenance of the mechanical and electrical infrastructure systems without interrupting the IT operations, thus providing a more fault-tolerant data center.

The Data Center is designed for flexibility to be able to provide capacity for growth as well as changes in technology.

Given that most agencies in the state will have some systems in this facility, security is of upmost importance. To protect systems from unauthorized access or interruption, the State is implementing 4 level's of physical security.

Perimeter security incorporates a perimeter barrier, with a single controlled entry point to discourage unauthorized persons or vehicles from entering the site or a determined area surrounding the Facility.

Building entry-Main entrance/Loading dock; essentially a single point of entry for facility personnel; and a single point for all scheduled deliveries.

Restricted access by functions such as general offices, mechanical equipment, and command center.

Computer raised floor and related areas with a mantrap and single controlled access to the raised floor area.

The new South Data Center's increased security, fault tolerant building mechanical systems, network and system redundancy will position the State for increased systems availability and reduce disaster recovery times.

CHAPTER 4
Shared Solutions

Shared Application Solutions

Enterprise Resource Planning (ERP)

Business Drivers

- Provide comprehensive accounting, purchasing, budget development, human resource and payroll functionality to improve the efficiency and effectiveness of administrative processes.

- Eliminate redundant data and administrative systems across State agencies.

- Enhance the quality and accessibility of information available to the Governor, the General Assembly, State executives, managers and employees.

- Implement secure, self-service, web-enabled solutions whereby employees, retirees, and fiduciaries have direct access to necessary personnel, payroll, benefit, and retirement information.

- Employ electronic procurement solutions to achieve efficiency in interacting with State business partners and reduce or eliminate paper documentation.

- Build a framework to enhance the public's access to information.

Overview

An Enterprise Resource Planning (ERP) solution is a suite of fully integrated software applications that can be used to perform the State's administrative business processes, such as financial management, procurement, human resources, and payroll administration. The business processes currently supporting these administrative functions evolved over a number of years without being redesigned to reflect public sector industry "best practices." In addition, the State's current administrative software applications are difficult to modify to meet the State's needs due to their age and the layers of changes that have been made over the years. Some of the purchased applications are no longer supported by a vendor and are expensive to maintain.

What distinguishes ERP systems from "stand-alone," best-of-breed administrative software solutions is the integration that allows for more efficient business processes and eliminates redundant data entry. An ERP system will impact all State departments and agencies (excluding institutions of higher education). Every department interacts on some level with the State's core business systems such as personnel, payroll, insurance, purchasing, property, and financial. Each department must hire and pay employees, as well as purchase goods/services, process and pay vendor invoices.

An ERP assessment study was completed in April 2003 to analyze, at a high level, if an ERP solution would help address some of these challenges. The results of the study indicated that an ERP solution would benefit the State of Tennessee. Based on the results documented in the ERP Automation Assessment Study, the State decided to move forward with acquiring and implementing an ERP solution and initiated its next step in the first quarter of 2005. The State's ERP system is called Edison. A Steering Committee for the Edison Project was established, and a Project Director was hired effective March 1, 2005. The State issued an RFP for assistance with the acquisition and oversight activities for the Edison Project and procured these consulting services in April 2005. The core project team was staffed in May and a timeline and approach were developed for the ERP Project.

The Acquisition Phase of the Edison Project validated the system requirements documented in the Study, defined "To Be" processes for the new ERP system, produced a Request for Proposals (RFP) to the ERP vendors, and evaluated and selected the ERP solution provider for the State of Tennessee. This phase was completed when MAXIMUS was selected and five contracts were signed, four with software vendors, including Oracle, to implement the PeopleSoft ERP solution. The State's ERP implementation is one of the largest, most complex and far-reaching efforts the State of Tennessee has undertaken.

Mission
To create and promote an environment for the implementation of efficient and effective administrative business processes.

Vision
Project Edison will support an efficient, customer-oriented and responsive workforce by providing an integrated, user-friendly, state-of-the art administrative system that improves the core administrative business functions for the State of Tennessee.

Scope

The Functional Areas falling within the scope of the Edison project are:

Human Resources / Payroll	Financial Management	Accounts Receivable
Payroll Administration	Accounts Payable	Budgetary Control Asset Mgmt
Benefits Administration	Cash Mgmt/Bank Reconciliation	Fleet Management
Classification and Compensation	Cost Allocation	Inventory
Employee Self-Service	General Ledger	Plant Maintenance
Insurance Administration	Grant Accounting	Purchasing
Personnel Administration	Project Management	Data Warehouse & Business Data Analysis
Timekeeping /Leave Accounting	Travel	
Training/Employee Development	Procurement / Logistics	

The State's ERP project team will implement a flexible, comprehensive, state-of-the-art ERP solution that will accommodate the State of Tennessee's administrative requirements and allow for the continuous incorporation of best practices its our core business processes.

Project Methodology
Project Edison developed a plan that defines who, what, when, and how the software systems will be configured. The plan explains the process for establishing and maintaining the functional configuration of the PeopleSoft modules and describes the environments necessary to support the system.

The Project Edison team developed three primary stages to configure PeopleSoft to meet the State of Tennessee's unique needs. These stages include: Analysis/Design, Construction and Test and Train.
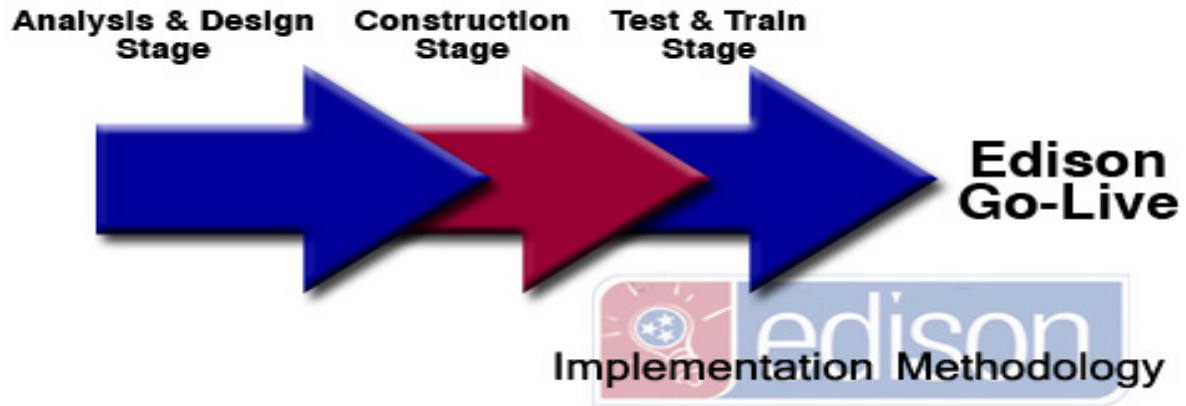
Analysis & Design

The Design Stage is the most critical step in the functional configuration of the Edison system. During this stage, the project team considered system requirements and how they are met by the new system. Then, the team created a high-level business process design to document the future business processes. The major steps of this Stage include the following:

Construction

The Construction Stage is where decisions made during the Design Stage are put into place via detailed design, development, and acceptance testing. Although much of the stage centers around technical development activities, the configuration team is heavily involved in many tasks, including functional development requests and functional acceptance testing. It is also important to note that the configuration team, during the Construction Stage, continues with the Baseline/Golden Configuration tasks that were begun in the Analysis/Design stage. The major steps of this Stage include the following:

Test and Train

The Test and Train stage is where the business processes, and associated software, that have been designed were brought to a production-ready state by system testing and by knowledge transfer to users.

Project Timeline

The State of Tennessee is implementing the Edison system in two Phases. The first Phase is comprised of the Human Capital Management (HCM) modules, which includes payroll, benefits, human resources, time and labor and learning management. The HCM modules went "live" on October 1, 2008.

The State will deploy Phase 2, which includes the Financials and Procurement / Logistics functionality, in two waves. The first wave will deploy January 1, 2008, with the second wave occurring April 1, 2009.

- PHASE 1: Human Capital Management Go-Live - October 1, 2008
- PHASE 2, Wave 1: Financials, Procurement and Logistics Go-Live - January 1, 2009
- PHASE 2, Wave 2: Financials, Procurement and Logistics Go-Live - April 1, 2009

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- **PHASE 2, Wave 1: Financials, Procurement and Logistics Go-Live** - January 1, 2009
- **PHASE 2, Wave 2: Financials, Procurement and Logistics Go-Live** - April 1, 2009

ITM Methodology	2006 Q2	Q3	Q4	2007 Q1	Q2	Q3	Q4	2008 Q1	Q2	Q3	Q4	2009 Q1	Q2	Q3	Q4
HUMAN RESOURCES/PAYROLL															
Plan	X	X													
Analysis/Design	X	X	X	X											
Construction/Test			X	X	X	X									
Parallel Test and Train					X	X	X	X	X						
Go-Live										X					
Post Go-Live Support										X	X				
Post Go-Live Support-Year-End Support											X	X			
FINANCIALS/PROCUREMENT/LOGISTICS															
Plan	X	X													
Analysis/Design	X	X	X	X											
Construction/Test			X	X	X	X									
End-to-End Test and Train								X	X	X					
Go-Live											X	X			
System Deployment												X	X		
Post Go-Live Support												X	X		
Post Go-Live Support-Year-End Support															X

Current Status

The Edison system was made available to employees beginning September 16, 2008. Employees were able to view the full functionality of the HCM modules on October 1, 2008. To date, more than 47,000 employees have successfully logged into the system to view their information in Edison. Time entry and approval for the first pay cycle has been completed, and now the State is in the process of completing its first pay cycle generated in the Edison system. The Edison team is working with agencies to share lessons learned from the first pay cycle.

Since July 2008, more than 8,000 employees were trained to perform the core functions of the HCM modules. All employees were instructed to complete Computer-Based Training (CBT) for Employee Self-Service. Managers and Supervisors had the option of attending the Manager Self-Service class or learning the information through CBT.

Next Steps

Moving forward, the Project will continue to offer support for the HCM modules of Edison through post Go-Live training, along with help desk, functional and technical assistance.

The Edison team is also preparing for Financials, Procurement and Logistics Go-Lives in early 2009. Edison is deploying a multi-wave Go-Live plan for Financials, Procurement and Logistics due to the width and breadth of the system functions covered. Roughly one-half of State agencies will Go-Live with Financials, Procurement and Logistics in January, with the rest to follow in 2009.

Training for the first wave of Financials, Procurement and Logistics began in late August and will continue through the end of the year. The Edison team is also working with wave 1 agencies to complete their role mapping documents, which is used to develop user security access in the Edison system.

Electronic Records Management

Business Driver

- Implement and manage the Records Disposition Authorizations (RDA) for electronic content (documents, images, forms, etc.)

Overview

The State is faced with a daunting task of managing the electronic records that are stored on file servers, local drives, and removable media in agencies, agency data centers, and the State data center. A single document can be stored in multiple locations with no idea which version is the final release of the record.

The Public Records Commission for the State of Tennessee and the Office for Information Resources (OIR) developed a joint project to evaluate the technology, policies and practices to support electronic records for government business for the State of Tennessee. A committee was formed to look at this issue with representation from the Office for Information Resources, General Services Records Management Division, and Library and Archives. This eRecords SubGroup has compiled a recommendation for the management of electronic records that was approved the Public Records Commission.

The State is planning to implement the Records Manager component to the Enterprise Content Management System as an effective way to store, manage, apply Records Disposition Authorizations, retrieve, and destroy these electronic records once they reach their end of life. This system adds the capability to create records series, declare records and manage the disposition of content in the enterprise content management.

Collaboration

Business Driver

- Provide a way for agencies to collaborate within their agency, with other agencies, with business partners and the citizens of the State of Tennessee

Overview

During these difficult economic times, it is important to control costs while still providing optimal customer service to the citizens of the State of Tennessee. With the number of people reaching retirement age, it is critical to capture the knowledge of these employees and provide a systematic and organized way to pass the information along to the person who will succeed them. Collaboration provides us the framework to organize this knowledge in a "one stop" portal where an employee can access information needed to perform their job. It is critical that the right information is accessible at the right time so that the citizens of Tennessee receive effective and efficient services.

Web Based Training

Business Driver

- The freeze on training budgets and travel requests created a need to provide low cost statewide training.

Overview

While there is no substitute for live classroom training, web based training has introduced many benefits, including self-paced learning, the ability to revisit the training program and most importantly, the ability to deliver training for employees anywhere, anytime and at any pace. via the world-wide-web. By reducing the cost of an equivalent instructor-and classroom-based courses, the State will continue to stretch its annual training budget.

Training classes developed during the 2008 fiscal year include:

- Traffic and Criminal Software (TraCS)

- TOPNET-Tennessee Online Policy management system

- State Payment Card

- Information Security Awareness Training

- Remedy/RFS Process

- Edison Prerequisite for Financials Test

Email Management & Archiving

Business Driver

- Manage the long-term storage of email and attachments

Overview

The storage and management of email has become an issue for the State. The solution to this challenge is the implementation of the Email Management module that is a component of the Enterprise Content Management system. Email Manager allows for policy-based archiving of email messages and attachments with easy access to these messages at a later date.

A user mailbox or email post office can be configured for email manager to crawl at scheduled intervals and automatically index and store in the email repository. During setup of the system rules are defined that can allow all email for a person or group of people to be pulled or can be archived based on a set of terms. The system can also be configured so users can selectively drag and drop email into the repository.

Retrieval of these emails is simple using the Enterprise Content Management search capabilities. Users with the proper security can retrieve the document based on a set of indexes or full-text search of the email or the attachment.

Centralization and management of important email can help the state comply with internal and external requests for information contained in email.

Enterprise Content Management

Business Drivers

- Manage structured and unstructured content (documents, images, forms, etc.)

- Provide automated workflow

Overview

The management of Electronic Content from its inception, through the lifecycle of the document is a formidable task for the State of Tennessee. To help manage the content the State developed an enterprise offering to aid agencies in the management of their content. This system offers a full array of services and gives the agencies options in how to store, retrieve, and process the content.

At the end of June 2008, the State has fourteen applications that are in production on the Enterprise Content Management system and includes representatives from the Department of Revenue, Safety, Comptroller, Human Services, and Finance and Administration. In 2009, the system will continue to grow with approximately ten other applications slated for production.

The State has only scratched the surface with functionality offered by the Enterprise Content Management System and will continue to add services to support agencies and serve the citizens of the State of Tennessee.

e-Government

Business Drivers

- Provide a fast, convenient and secure avenue for citizens and businesses to conduct business with the State of Tennessee
- Provide additional service options for citizens to interact and transact with government entities
- Provide user-friendly online services that are cost-effective for both the end user and the State

Overview

The Internet has become a large part of everyday life for citizens, businesses and government. The Internet has evolved from a novelty to an essential tool for gathering information, communicating and conducting transactions. In recent years State governments have been utilizing Internet technology to meet the growing demand for 24 / 7 access to information and services.

Tennessee is leveraging Internet technology to provide services that are convenient, efficient and always available. The appropriate implementation of eGovernment services is beneficial to all parties including the end users of online services and the government entities offering them. The key benefits for e-Government include:

Citizens:

Convenience – Online services are available 24 / 7 and they provide immediate access to data and transactional capabilities. No lines, no paper.
User-friendly – Well-designed services guide users to the information they need and lead them through complex processes. Users are able to conduct business with the State without having to know the specific agency or department that oversees their area of need.

Businesses:

Lower costs – Businesses save time and money when they are able to complete transactions online. Time spent driving to offices and waiting in line is eliminated with a click of a mouse.
Immediate results – Businesses are able to get instant access to information they need when they need it. Businesses are able to complete transactions such as registrations and filings in minutes rather than days.

State Agencies:

- Increased efficiency – Online transactions are completed faster and cheaper than face – to – face transactions and they typically require no time or effort from agency staff. Data entry is handled by the end user, which saves time and reduces error.
- Improved customer support - Online services provide an additional service channel that is always available. Online services streamline access to information and reduce burdensome paperwork.

Shared Application Solutions

The State of Tennessee has been recognized as an innovator in eGovernment since 2001. TN.gov was a Best of the Web Finalist in the 2001 Center for Digital Government's annual survey of state portals, and has remained at the top of the list ever since. TN.gov has also been highly ranked in the annual eGovernment study conducted by The Brookings Institute (formerly conducted by Brown University), which ranks each state and provides a score from 1 - 100. Tennessee has the most top 10 rankings of any state since 2001 and has the highest average score from 2001-2008. The State of Tennessee has shown a commitment to meet the demand for online services and the national recognition and rankings firmly establish TN.gov as a leader in eGovernment.

e-Government SPOTLIGHT
Online License Renewals
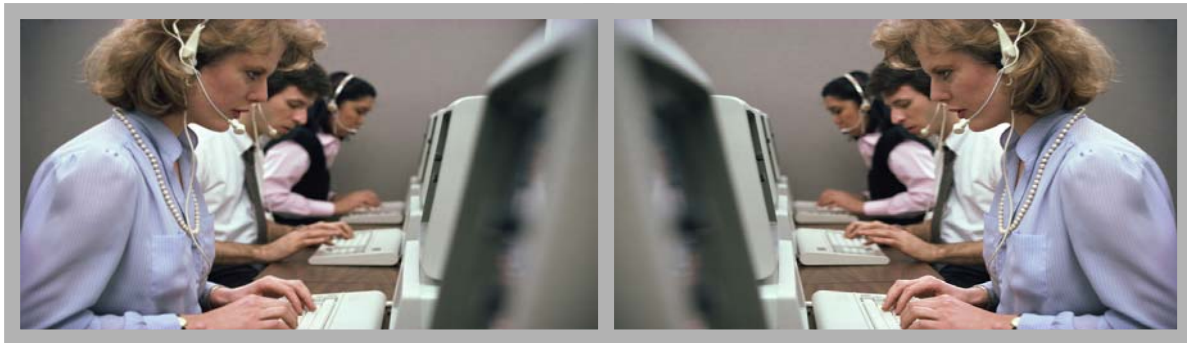
Business Drivers

- Provide faster, more convenient service to licensed professionals.

- Reduce costs incurred for administering licenses.

Overview

The Department of Commerce and Insurance licenses more than 700,000 professionals conducting business in the State of Tennessee. Several boards and commissions housed in the Department utilize an online license renewal system to provide a convenience to licensees and a resource savings for the administration. Although the system was prominently advertised by the Department, a relatively low number of licensees used it. To encourage more customers to renew their licenses online, the department implemented minor procedural changes and repurposed an existing technology service.

Historically, boards and commissions mailed paper renewal forms to notify licensees 60 – 90 days in advance of their expiration. Instead of sending the traditional paper forms, two boards began mailing postcards advising licensees to renew online. Licensees who were unwilling or unable to renew online could request paper renewal forms by calling a special toll-free number. The department's existing interactive voice response (IVR) system was repurposed to field those calls from the licensees, verify that they were eligible to renew, and automatically generate renewal forms from the licensing database.   As a result, the boards realized a significant savings on paper, envelopes, postage, and human resources. One commission that previously achieved an above-average online renewal rate of 31% saw the adoption rate increase to 87% in a matter of weeks.

Business Drivers

- Provide public access to campaign finance contribution information.
- Manage lobbyist and employers of lobbyist registrations, semi-annual employer expenditure reports, and to provide public access to information on employer – lobbyist relationships.
- Provide public access to information on sources of income, investments and business interests of public officials and their families.

Overview

It was only a few short years ago when Tennessee made national news in the wake of the Federal sting operation code named Tennessee Waltz. As a direct result of this scandal, the 104th General Assembly passed the Tennessee Comprehensive Government Ethics Reform Act.   "Public Disclosure" was the major theme of the legislation and its provisions became the immediate responsibility of the Tennessee Registry of Election Finance and the newly formed Tennessee Ethics Commission. It has been a little over two years since these provisions were made effective and Tennessee is now in the news again; only this time, it is good news. The Campaign Disclosure Project, an annual survey supported by the Pew Charitable Trusts, and conducted by the UCLA School of Law and the Center for Governmental Studies, gave Tennessee an "A" in Electronic Filing Programs and awarded Tennessee with the distinction of being the most improved state since 2003.

According to the 2008 study, access to state-level campaign finance information has improved dramatically since 2003 due to the increase in electronic filings of campaign disclosure reports. The Tennessee Registry of Election Finance launched the Online Campaign Finance system (www.tennesseeanytime.org/tncamp) in early 2008 and candidates and PACs (political action committees) are required to use the new system to file their disclosure reports. The data submitted in the disclosure reports is immediately made available to the public through a user-friendly interface that provides the ability to generate a wide range of customized reports that shed light on the source of campaign contributions.

Also providing a new level of public access to information about local and state officials, lobbyist and those who employ lobbyist are the new services launched by the Tennessee Ethics Commission.   The Commission has jurisdiction over the majority of the public disclosure provisions of the Tennessee Comprehensive Government Ethics Reform Act and when the Act went into effect, the Commission was immediately tasked with developing a process for managing the wide range of regulatory requirements. This included a process for receiving, approving, storing, and making available to the public, information from thousands of local and state elected officials, lobbyist and those who employ lobbyist in Tennessee. In less than two years, the Commission implemented an end-to-end electronic filing process.

The Tennessee Ethics Commission launched an online Disclosure of Interest Statement system (www.tennesseeanytime.org/conflict) in early 2008, which processed over 7,000 financial disclosure statements from public officials in just the first two months of existence. Electronic filing of the statements facilitates public access to information on sources of income, investments and business interests for public officials and their families, permitting the public to assess whether an official has a conflict of interest, the appearance of a conflict, or no conflict between a number of his/her private and public positions.

The Ethics Commission also deployed a new online lobbying portal (www.tennesseeanytime.org/ilobby) to collect and store information regarding relationships between lobbyists and their employers. Lobbyists and employers of lobbyists are required to file online registrations annually for each contractual relationship and employers are required to file bi-annual expenditure reports. The system provides public access to registration data and allows users to search, browse and cross-reference lobbyist – employer relationships. System users are able to view all employers of a particular lobbyist as well as all the lobbyists associated with a specific employer. The portal also allows employers and lobbyists to pay registration fees quickly and securely with a credit card.

Efforts made by both the Ethics Commission and the Registry of Election Finance have catapulted Tennessee into a role as a national leader in open government. Tennessee's effective implementation of online services has provided the public with easy access to data and has helped the State efficiently manage new regulatory responsibilities. These accomplishments, and the national recognition they generated, further establish Tennessee as a leader in e-Government.

Shared Application Solutions

NetTN

Business Drivers

- Deliver an enhanced communications network providing more flexible, broader bandwidth services and expanded DSL, cable and wireless options

- Leverage and expand the economies of scale across all the stakeholders

Overview

With the advent of the recently awarded NetTN contract, the State continues its support of the network vision for the State of Tennessee; a robust, unified network structure that serves the diverse needs of the state's citizens; their governmental entities from the local level through all three branches of state government; educational institutions from kindergarten through post graduate; and establishes a statewide presence that continues to encourage economic development statewide.

The elements of State of Tennessee government, education, and health have very similar needs for administrative service; namely, a network that is available, reliable, driven by strong service level agreements, and competitively priced. Paramount features of the NetTN effort are security, availability, and reliability. Government, education, and the citizens know that the network is available 24 hours per day because the connections within the structure are so sound that even multiple failures will not deter service. When there are component failures, the network provider responds rapidly and reliably to restore service. The service offerings incorporate a universal pricing structure across the state to assure that rural areas participate fully in the development of electronic government services, extended educational presence, and information access. The network service delivered by this effort has the ability to adapt to technological development and refreshment, as well as to expanded service, provide bandwidth at ever increasing speed as more business is done electronically, and assure Internet and Internet 2 access is always available for expanded research and educational needs.

Beyond the basic administrative need, education in Tennessee has special requirements. The State of Tennessee must grow economically as well as improve educational opportunities for its citizenry. Technology research in the state not only incubates new business, industry and job opportunities but also benefits the academic reputation of Tennessee higher education. The NetTN outsourced effort encourages industry from fiber providers, long haul carriers, and local exchanges to invest in the capacity and technology to meet the needs of the public and of business anywhere within the State.

Shared Application Solutions

The NetTN network will reach into all 95 counties of the state, each state office, every school, every college or university, and potentially every office of local government and non-profit organizations providing government related services. Additionally, NetTN will serve as the main and the most affordable broadband choice for e-Health participants, which include licensed health care professionals and health care stakeholders. The Tennessee e-Health Mission is to drive improvement in the quality, safety and efficiency of healthcare for the State of Tennessee healthcare consumers and engage the entire community to accelerate the implementation of e-Health solutions. To meet the Governor's e-Health Program Initiative of 2006, an e-Health Network built on NetTN, with an added layer of HIPAA-compliant authentication, will connect health care providers across the State, allowing clinicians to utilize longitudinal patient health information at the point of care.

The overall migration strategy from the current TNII network to the new NetTN Wide Area Network contract is now underway. This migration is anticipated to begin January 2009. The TNII contract and network will remain in place until all end sites are up and operational over NetTN.

CHAPTER 5

Agency Overviews

Agency Overviews

Summary

To carry out Tennessee Code Annotated (TCA), Section 4-35501, effective May 10, 1994, an Information Systems Plan (ISP) is prepared annually by each agency. The ISP is prepared and submitted to the Office for Information Resources (OIR). It is a significant component used in planning hardware, telecommunications, software, budgeting, and forecasting future needs for the State. It contains information about the agency itself, as well as the role of the Information Systems area of that agency. Also identified are "Technology Initiatives" for the next three years, as well as a list of information systems projects. Forty-seven (47) state agencies submitted Information Systems Plans this year.

This chapter provides an overview of the State of Tennessee's agencies and how they function within the State organization. It includes a high level snapshot of the State of TN By Branch and overviews of the business and technology strategies, achievements, and priorities for each agency and commission Information systems positions by agency.
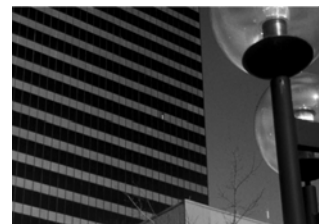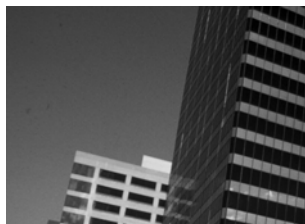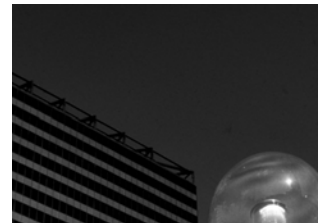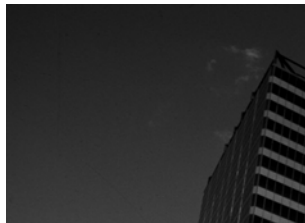
State of Tennessee
- A High Level Snapshot By Branch

TENNESSEE ELECTORATE

Tennessee Regulatory Authority

Legislative Branch
Speaker of the House, Speaker of the Senate, Secretary of State, Comptroller of the Treasury, Treasury Department, Boards and Commissions, Joint Legislative Services Committee, Fiscal Review Committee

Executive Branch
Dept of Agriculture, Dept of Children's Services, Dept of Commerce and Insurance, Dept of Correction, Dept of Economic & Community Development Dept. of Education, Dept. of Environment & Conservation, Dept. of Finance & Administration, Dept. of Financial Institutions, Dept. of General Services, Dept. of Health, Dept. of Human Services, Dept. of Labor & Workforce Development, Dept. of Mental Health & Developmental Disabilities, Division of Mental Retardation Services, Dept. of Military, Dept. of Personnel, Dept. of Revenue, Dept. of Safety, Dept. of Tourist Development, Dept. of Transportation, TN Rehabilitative Initiative in Correction (TRICOR), Dept. of Veterans Affairs, Boards & Commissions, The Alcoholic Beverage Commission, Commission on Aging and Disability, Board of Probation and Parole, Claims & Compensation, Commission on Children & Youth, Corrections Institute, Health Services & Development Agency, State Museum, TN Arts Council, TN Advisory Commission on Intergovernmental Relations (TACIR), TN Bureau of Investigation, TN Economic Council on Women, TN Housing Development Agency, TN Higher Education Commission, TN Human Rights Commission, TN Industrial Finance Corporation, TN Student Assistance Corporation (TSAC), TN Wildlife Resources Agency

Judicial Branch (Supreme Court)
Administrative Office of the Courts, Office of the Attorney General & Reporter, Court of Appeals, Court of Criminal Appeals, Chancery Courts, Circuit Courts, Criminal Courts, District Public Defenders Conference, District Attorneys General Conference, Office of the Post Conviction Defender.

Agency Overviews

The agency overviews that follow provide a snapshot of each agency's business strategies and priorities. The agencies are arranged within their respective budget grouping.

Education

Department of Education
State Board of Education,
TN Higher Education Commission
TN Student Assistance Corporation

General Government

Comptroller of the Treasury
Department of Finance & Administration
Department of General Services
Department of Human Resources
Department of Human Resources
Department of Revenue
Department of Veterans Affairs
Human Rights Commission
Registry of Election Finance
Secretary of State
TN Advisory Commission on
   Intergovernmental Relations
TN Regulatory Authority
Treasury Department

Health and Social Services

Bureau of TennCare
Commission on Aging and Disability
Commission on Children and Youth
Department of Children's Services
Department of Health
Department of Human Services
Department of Mental Health & Development
Division of Mental Retardation Services
TN Health Services and Development Agency

Law, Safety, and Correction

Administrative Office of the Courts
Board of Probation and Parole
Department of Correction
Department of Safety
District Attorneys General Conference
District Public Defenders Conference
TN Bureau of Investigation
TN Corrections Institute
TN Department of the Military
TN Rehabilitative Initiative in Correction
The Alcoholic Beverage Commission

Resources and Regulation

Department of Commerce & Insurance
Department of Financial Institutions
Department of Labor and Workforce Development
TN Arts Commission
TN Department of Environment and Conservation
TN State Museum
TN Wildlife Resources Agency

Transportation, Business, and Economic Development

Department of Agriculture
Department of Economic and
   Community Development
Development of Tourist Development
Department of Transportation

Agency Overview Outline

The following information may be found in the agency overviews:

- **Mission:**   Represents the overall purpose or goal of the agency.

- **Business Strategy:**   Outlines the agency's business functions and strategies.

- **Technology Strategy:** Outlines Agency plans to fulfill it's mission and services objects through technology

- **Achievements:**   Major achievements that occurred in Information Systems during this past fiscal year.

- **Planned Applications:** Lists the significant projects identified by the agencies in their Information Systems Plan.

   * Some agencies did not provide information for all categories.

Education

Department of Education

Mission

The Department of Education's (TDOE) mission is to help teachers teach and children learn.

Business Strategy

The TDOE strategic plan has a set of 5 key goals as to guide its business strategies and to focus its efforts. These are as follows:

- By FY 2009, implement 100% of the Decision Support Architecture Consortium (DSAC) plan. The DSAC plan is a joint effort between the department, the Council of Chief State School Officers (CCSSO) and CELT Corporation. It is the first step in implementing an organized infrastructure within the department that could then be replicated by Local Education Agencies (LEAs).
- By FY 2009, raise adequate yearly progress (AYP) in assessed areas to 85% proficiency or above.
- By FY 2009, 100% of the academic state standards of learning will be aligned with national standards.
- By FY 2009, improve teacher retention rate to 75% (after the first five years of teaching.
- By FY 2009, develop comprehensive early childhood education programs in 100% of the elementary schools.

Technology Strategy

During 2005, the Tennessee Department of Education (TDOE) completed a study by the Council of Chief State School Officers (CCSSO) Decision Support Architecture Consortium (DSAC). This study addressed the TDOE's ability to use data to inform instruction – at the state, district, school and classroom level. The DSAC report resulting from this study provided the TDOE with a blueprint and a plan for achieving the future target environment for Tennessee relative to its use of data to improve teaching and learning. As such, it became the 1st goal in the Agency's strategic plan (see above) and represents the key strategies for information technology for the Agency.

Achievements

The TDOE has made tremendous progress toward accomplishing many of the DSAC recommendations, as well as other initiatives already underway in the Agency. Examples of this progress include:

- Ongoing successful implementation of the Statewide Student Management System (SSMS) and Easy IEP in 104 districts
- Continued use of a data management committee to improve governance and coordination of data collection, retention, and reporting
- Completed policies for data management/governance and security and data verification
- Continued to enhance the multi-agency regulatory system (MARS) for a teacher licensure system
- Continued the use of an eGrants system (FACTS) to minimize return of USED funds
- Continued the use of the PMO at the Commissioner's level for ongoing review and support of the TDOE's top projects
- Continued the use of a part-time CIO through the CCSSO DSAC
- Continued electronic transmittal of transcripts and moved to TSAC for electronic verification of transcripts for the HOPE scholarship
- Completed delivery of a Longitudinal Data System (SLeDS) to the districts
- Completed the Tennessee Comprehensive System wide Planning Process, which is in its second year of implementation
- Completed the redesign of the TNDOE School Report Card
- Streamlined the error processing for EIS and added additional report and query capabilities for districts

Planned Applications

- Wrap-up of Student Longitudinal Educational Data System (SLeDS)/Data Warehouse
- Training and Professional Development
- MARS
- Content Management for teacher licensing

Tennessee Higher Education Commission

Mission

The Tennessee Higher Education Commission (THEC) was created in 1967 for the purpose of achieving cooperation, coordination, and unity between the University of Tennessee (UT) and the Tennessee Board of Regents (TBR) systems of public higher education. THEC's mission also includes advising the executive and legislative branches on public policy issues for higher education. In addition to its broad policy responsibility, THEC is responsible for a variety of services and programs such as: Contract Education; THEC Grants; Centers of Excellence; and, Centers of Emphasis.

Business Strategy

THEC is charged by TCA 49-7-202-(c) (1), with the development of a multi-year statewide master plan with a central focus on increasing educational attainment, focus on institutional missions, and expanding the use of technology. THEC develops policies and formulae for the fair and equitable distribution of public funds among Tennessee's public post-secondary educational institutions; reviews and approves new academic programs, degrees, academic departments and divisions, and off-campus teaching locations; insures efficiency, effectiveness, and elimination of duplicate program efforts; conducts on-going studies of programs, departments, and other educational activities at Tennessee's institutions of higher education; studies and makes determinations concerning the establishment of new institutions of higher education; submits a biennial report to the Governor and the legislature on the status of higher education; administers the GEAR-UP and College Goal Sunday grants; fulfills the role of the Veterans Education - State Approving Agency; fulfills the program management requirements of the federal Workforce Investment Act (WIA); fulfills the statutory requirements of the Post-secondary School Authorization Act (PSA); administers and distributes allotments for Contract Education, Centers of Excellence, Centers of Emphasis, and THEC Grants; and, is currently incubating the Tennessee Institute of Public Health (TNIPH) in consultation with the Department of Health, UT, TBR, and Tennessee Independent Colleges and Universities Association (TICUA).

Technology Strategy

THEC's basic strategy is to use and adopt current information technology (IT) methods and tools for general administrative tasks. Advanced software tools for data analysis are also used when needed. Overall, THEC's strategy is to utilize the hardware and software components one would expect to find in a consolidated state agency environment including: adequate desktop and portable hardware; current office software suites; access to a local area network and enterprise email; Internet connectivity; and, access to centralized state government database systems for personnel, accounting, and purchasing activities.

Achievements

Met continuing IT challenges in the last year including: fulfilling the mandate of TCA 49-4-903(b) related to the Tennessee Education Lottery by refining the Student Information System (SIS); developed a web based lottery scholarship planning tool enabling students to enter their actual or estimated grade point average (GPA) into the GPA Prediction Tool to determine their probable college-going GPA based on variables they choose; web site improvements to THEC's Tennessee Institute of Public Health (TNIPH), URL's: http://state.tn.us/tniph/ or www.tn.gov/tniph/, which provides more detailed data on health rankings for each Tennessee county for the benefit of the public and government entities; THEC began working with TN-NIC, Inc., regarding the conversion of a Microsoft Access database to an Oracle database that is used by our Postsecondary School Authorization (PSA) staff; and working with TN-NIC, Inc., regarding upgrades to the Workforce Investment Act (WIA) Eligible Training Provider Oracle database that runs on the THEC website.

Planned Applications

THEC has one Small Project approved by the IT-ABC in 2007-08 entitled *GEAR UP Data Collection,* Project Number GU0708

State Board of Education

Mission

Vision for all Tennessee Students: Prepare all Tennessee children for successful post-secondary work, education and citizenship.

Business Strategy

- Develop policy goals that ensure equal access to the education constitutionally guaranteed to all Tennessee children and necessary for the success of individual children, their communities, the State and the nation:

  Successful transitions   Dynamic elementary grade education
  Rigorous, relevant high school   High-quality Pre-K availability
  Relevant middle grade experiences

- Focus on the following principles to make the Board's vision a reality for Tennessee children:

  Effective school leaders   Rigorous, relevant curriculum
  Effective teachers   Resources sufficient to achieve the vision

- Measure progress toward these goals using the following student outcomes:
  Remedial & developmental studies rate at Tennessee post-secondary institutions for recent high school graduates
  College-going rate
  High school graduation rate
  ACT readiness subject-area benchmarks for college & workforce training: ACT (11th or 12th grade), ACT's PLAN (10th grade), ACT's EXPLORE (8th grade)
  8th Grade National Assessment of Educational Progress (NAEP)
  4th Grade National Assessment of Educational Progress (NAEP)

Technology Strategy

- The agency uses technology to effectively communicate with Board members and staff, the General Assembly, the Governors Office, the Department of Education, the PK-16 community, regional and national higher education entities, other educational agencies and the general public.
The agency also strives to reach the following technology goals:
- Increase the use of technology for data collection, analysis and decision-making capability
- Model the use of technology to provide students, parents and other education consumers with empowering data and information
- Use the recent student communication grant from the National Association of State Boards of Education (NASBE) to post streaming media reports by our student board member and to inform Tennessee students about the Board and education policy in Tennessee
- Encourage & support teachers' ability to use technology to diagnose, assess/prescribe strategies for improved student performance

Achievements

- Continued to use weblog to provide regular updates on Board activity.
- Revised school leader preparation standards to include a requirement from the Master Plan that school leaders be proficient users of technology to assess student performance
- Trained board staff in email and task management
- Attended training on and researched various virtual meeting technologies to plan how more board task forces can meet virtually, while still maintaining a high level of collaboration on projects

Tennessee Student Assistance Corporation

Mission

To provide financial assistance for postsecondary educational opportunities to the residents and students of Tennessee who have established eligibility in accordance with program guidelines.

Business Strategy

- Ensure that all TSAC financial aid programs are administered effectively and efficiently in accordance with state, federal and TSAC program eligibility guidelines
- Provide the means whereby any financially needy Tennessee student who has desire and ability, and who meets the required qualifications, may obtain financing for a postsecondary education
- Encourage academically gifted students to attend Tennessee institutions of higher learning; and encourage minorities and other outstanding students to enter into the teaching profession in Tennessee, especially in areas with significant academic needs
- Ensure timely processing of applications, reconciliation of rosters, and deliverance of funds to schools; and as requested, participate in financial aid awareness programs at high schools across the state
- Establish effective communications with schools and lenders
- Conduct program reviews of lenders and schools required under present federal and state rules and regulations
- Conduct regular training for lender and school personnel for proper administration and processing of financial aid programs

Technology Strategy

- Provide information technology at its highest attainable level for the agency based on reliability and interoperability, always increasing staff efficiency and productivity
- Create an electronic communication environment that will track TSAC programs from initial selection to completion or repayment

Achievements

- Added the GEAR-UP TN Bridge Incentive Awards Program to the e*GRandS system to more effectively administer the program. This additional software component provides students applying for and receiving the GEAR-UP TN Bridge Incentive Awards the ability to apply online and for TSAC to be able to manage the awards in the same manner as other student aid programs are managed.
- Participated in multiple meetings and training sessions with Edison Project support staff on the new state data information system to support the TSAC reporting requirements including payroll system, human resources, and general ledger system

Planned Applications

- Project for the Full Servicing of TSAC's Federal Family Education Loan Program (FFELP) and Loan Portfolio, and TSAC
- General Ledger System
- Project for the Full Servicing of TSAC's Grants, Scholarships, and Loan Forgiveness Programs and TSAC General Ledger System
- Edison Project implementation and usage of all available system capabilities related to TSAC

General Government

Comptroller of the Treasury

Mission

To improve the quality of life for all Tennesseans by making government work better.

Business Strategy

- Assure public resources are used effectively and efficiently
- Accomplish and provide continuous improvement for the statutory and other assigned responsibilities of the Comptroller's Office
- Provide timely, adequate, and accurate information to policymakers at all government levels
- Provide a diverse, competent, ethical and professional staff and maintain continual development of such staff
- Provide and maintain effective communication with internal and external audiences

Technology Strategy

- Providing a secure, reliable, and efficient information technology (IT) infrastructure

- Supporting the program responsibilities of the Comptroller of the Treasury by developing and maintaining information technology solutions through effective IT project methodology

- Providing high quality customer services by meeting customers' needs and established schedules

- Providing professional training through conferences, seminars, and specialized and in-house training in order to keep staff informed on changes related to the work environment and provide continuing education for professional certifications

- Providing timely, accurate, and user-friendly information to citizens of Tennessee, legislators, other government entities, and Comptroller employees

Achievements

- The Enterprise Content Management (ECM) environment solution was completed for the State Board of Equalization (SBOE)
- A new commercial off-the-shelf system, (COTS) Print Shop software package, was purchased and successfully implemented. This software package prepares print job estimates, customer bills, tracks inventory, and creates reports and financial statements
- A new application was developed and successfully implemented replacing the existing AS/400 Loan Status System. The Loan Status System provides individual project status reports, as well as summary reports at various levels
- OMS/IT, working with OIR Special Services, completed a significant Electronic Content Management enhancement for SBOE. This enhancement allows a single document to be duplicated among multiple Appeals
- OMS/IT and Fiscal Services, working with all divisions, have identified all the programs, projects, and activities necessary for the Time and Labor module within Edison
- The Debt Management System Request for Proposal (RFP) was issued on November 5, 2007. The Pre-proposal conference was held on November 11, 2007. The evaluation period has been completed, the cost proposal opened, a vendor selected, and the RFP files opened for public inspections. OMS and Bond Finance are in negotiations with the selected vendor
- The IMPACT Project Request for Proposal (RFP) process was completed with the issuance of an evaluation notice on October 11, 2007. Since contract execution in December, vendor representatives have been working closely with our business and technical staff to complete the requirements and business gap analysis
- The Comptroller's Office successfully eliminated its dependence on an AS/400 prior to the Systems Network Architecture (SNA) sunset in December 2007. Two line printers were disconnected from the AS/400 and now function across the Local Area Network (LAN). Replacement data entry applications were developed and implemented, and all data entry processes on the AS/400 have been replaced. New printing processes were also implemented for mainframe jobs, and all AS/400 print processes have been replaced
- The Tax Relief application enhancements were completed and moved into production
- The Citrix Access Gateway was purchased & placed into production. This enhances connectivity and security for customers using Citrix
- Phases one and two of the Tax Freeze Web application were successfully completed. Phase one gave local officials the ability to enter tax freeze applicant information online; phase two gave county assessors the ability to update property assessment information for those applications
- The operations section generated and assisted in printing over 4 million Property Tax Billing documents and report pages for more than 3 million pieces of property in 89 counties and 294 cities across the state. During the year, they also assisted with printing Property Record Cards for over 1,000,000 real property maintenance parcels, 250,000 personal property maintenance parcels, and 404,000 real property parcels in 22 counties where revaluation projects were scheduled

Department of Finance and Administration

Mission

To provide financial and administrative services, in partnership with public and private agencies that enhance state government's ability to be a good steward of Tennesseans' tax dollars.

Business Strategy

- By FY 2008, manage successful Implementation of Phase 1 of the Edison Project – Human Capital Management Modules
- By FY 2009, manage successful implementation of Phase 2 of the Edison Project – Financials, Procurement $ Logistics Modules
- By FY 2010, achieve 40% of electronic medical records ehealth roadmap
- In FY 2007 and each year thereafter, facilitate access to health care for uninsured Tennesseans, providing health coverage options that are affordable, accessible, effective, and promote shared responsibility
- By FY 2008, achieve 95% of customer service level targets for fiscal, human resource, and procurement shared services for small state agencies

Technology Strategy

- Implement new workstation-based technologies: Workstations for new employees and replacement workstations will be added to Active Directory as they are deployed, with Entrust installed; Laptops already deployed will have Entrust installed by 12/31/2008
- 1.3 Office 2007 will be deployed across the department
- Implement policies and procedures to comply with the Enterprise Information Security Policy
- Streamline the infrastructure used to house the distributed applications supported by OSTS such that the number of servers or VMWare instances is reduced
- Review existing plans for disaster recovery, continuity of operations, and divisional disaster operations guides. Update existing plans and develop new plans as needed
- Develop and implement Edison interfaces that are needed to support the business of the department
- Plan for the decommissioning of systems being replaced by Edison

Achievements

- Benefits Administration Events Registration System implemented.
- Benefits Administration Service Center implemented (I3 Call Center)
- Benefits Documents Imaging completed
- CoverTN Phase 3 implemented
- 230 Edison training center workstations implemented
- E-Health web-based application implemented
- Financial Documents Imaging initial implementation completed
- Land Inventory System replacement implemented
- Remedy RFS pilot completed
- Service Provider Registry System incorporated into Online Vendor Registration System (a General Services application)

Planned Applications

- I–TUAM Server (AG5EP)
- Financial Documents Imaging (AG05C)
- Health Planning Decision Support System (AG15B)

Department of General Services

Mission

The mission of the Department of General Services is to provide central support services to all agencies and departments in state government in the most economic and efficient method

Business Strategy

- Provide a clean, safe, secure, and efficient work environment at the most economical cost possible for state government and its employees, clients, and visitors in all property under the jurisdiction of the Department of General Services
- Assist state agencies and departments in cultivating procurement opportunities with minorityowned, woman-owned, and small businesses by improving procurement policies and procedures to assure the equal and fair participation of diversity businesses. Serve as a business assistance resource to small, minority-, or woman-owned businesses that desire to contract with the state and strengthen their expertise in navigating the procurement process
- Retain as low a cost per piece as possible on out-going mail
- Procure as many goods and non-professional services thru short-term contracts as possible
- Maintain a fleet of vehicles adequate for demand for use of state business

Technology Strategy

- Implement new workstation-based technologies: Workstations for new employees and replacement workstations will be added to Active Directory as they are deployed, with Entrust installed; Laptops already deployed will have Entrust installed by 12/31/2008
- 1.3 Office 2007 will be deployed across the department
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- Develop and implement Edison interfaces that are needed to support the business of the department
- Plan for the decommissioning of systems being replaced by Edison

Achievements

- Comprehensive Building Security pilot implementation completed
- M5 software implemented. Fleetracker data loaded to Edison
- Records Management Space Manager module implemented
- Records Management System Study completed
- Studio Plus Professional implemented
- Warehouse Security Monitoring implemented

Planned Applications

- Digital Photo Storage (AGFHG)
- Online Broadcasting of Bid Openings (BA10T)
- ECAP Expansion or Alternative (AGFHS)
- Records Management System / ForeMost Replacement (AGFHR)

Department of Human Resources

Mission

To provide value-added, effective and efficient customer-driven human resources services to our internal and external customers in support of the State's goals and objectives.

Business Strategy

- Increase the efficiency and effectiveness of the Department's business processes
- Provide the training to allow employees to achieve their highest potential
- Provide the administrative systems to allow employees to achieve their highest potential
- Provide advice, consultation, and an organizational framework for reductions and consolidations in state government
- Provide prompt and efficient human resource management services

Technology Strategy

- Partnership with F&A and General Services on ERP to replace legacy systems
- Improve the employment application on the Internet
- Implement web base testing for employment application examinations

Achievements

- Changed the method for generating letters to applicants resulting in a more efficient process
- Implemented an automated workflow in the imaging system
- Added print capabilities to the Employment Application that resides on the State's website
- Worked with the portal vendor to prevent applicants from applying for job classes that he/she is currently awaiting evaluation
- Performed maintenance on the S.E.I.S. system to improve efficiency
- Scrubbed applicant addresses to reduce returned mail
- Processed FY 2007-08 Salary Policy including across board increases and compression salary increases
- Joint effort between Dept of Human Resources and F&A to implement the Volunteer Buyout Program. Created information to identify employees eligible for VBP. Created data to notify the eligible employee
- Worked with Fiscal Review committee to furnish data for Legislative bills related to Human Resources

Planned Applications

- Convert Affirmative Action Planning Systems from DB2 mainframe to
   client server system
- Convert Panagon Imaging system to the state enterprise system
- Move employment testing computers from standalone server to the state network

Department of Revenue

Mission

To collect and distribute taxes for the citizens of Tennessee.

"As a seamless organization, we will fairly and efficiently collect and distribute revenue for the citizens of Tennessee."

Business Strategy

The Department of Revenue is committed to achieving its mission of collecting and distributing taxes through strict adherence to state tax laws, continuous improvement of business practices, and effective use of planning processes and information technology for the benefit of the State and its citizens.

Technology Strategy

- Provide reliable and secure data
- Leverage technology to re-engineer in-house work processes and enhance taxpayer customer service
- Provide highly trained IT staff with exceptional customer service in support of the Department of Revenue
- Provide quality customer service to every user
- Provide a reliable, secure infrastructure
- Provide additional IT solutions to meet the varied needs of Tennessee's taxpayers, practitioners and departmental employees
- Improve business processes by leveraging technology

Achievements

The Tennessee Department of Revenue successfully made the following major information technology achievements:

- Updated and distributed new Computer Guidelines to the Department
- Created and distributed Encryption Guidelines to the Department for signatures. These Guidelines were signed by anyone that has equipment that has been encrypted, including all external media. These include: all laptops (completed), all desktops in the Regional offices (completed), and desktops in the Andrew Jackson State Office building that may contain sensitive information (in progress).
- Created and distributed Flash Drive Guidelines to the Department for signatures. These Guidelines were signed by anyone that saves data to any external media source. All users were advised in the Computer Guidelines that non-state issued Flash Drives are prohibited from being used on departmentally owned devices.
- Disaster recovery site at the Airport Plaza building on Murfreesboro Road was expanded to include 3 Microfilmers and 3 DP500's (Remittance Processing equipment).
- Installed 2 DP600 transports. This equipment is for encoding, endorsing and sorting check by bank.
- Added credit card payments and payment warehousing functionality to Sales Portal to complete the Sales Tax Revamp project. Added credit card payments to F&E portal application.
- Surpassed one million e-file transactions and 10 billion dollars collected via portal applications.
- Implemented a new account type, license type and certificate of exemption for the Sales and Use Agricultural Exemptions as well as a program to batch register the accounts and create the exemptions certificates for approximately 80,000 accounts.
- Identified and set over 10,000 accounts to required Electronic Commerce (EC) who met the $2,500 EC mandate. Created a New program to automatically assess penalty when taxpayer is required to file their return electronically, but fail to do so.

Planned Applications

- TRUST
- Call Center Replacement
- Portal Applications
- Data Capture Modernization

Department of Veterans Affairs

Mission

- To serve Tennessee's Veterans and their families with dignity and compassion
- To be the Veterans' advocate by ensuring they receive quality care, support, entitlements and recognition they earned in service to our nation
- To enhance our citizen's awareness of the sacrifices that Veterans have made for us

Business Strategy

- Provide effective and efficient representation and assistance to Veterans and their families
- Operate Tennessee State Veterans Cemeteries in an honorable and efficient manner
- Maintain effective public relations and administrative services

Technology Strategy

Goal: Evaluate technology that improves processes and increases customer focus.

Strategies:

The TDVA long-range goals related to deploying and managing technology and information sharing are:

- Continue to search for more efficient ways of capturing, processing, and sharing of veteran data
- Continue to search for ways to eliminate the need of hard copies when submitting applications for veteran's data regardless of the veteran location such as a veterans home, hospital, or nursing home
- Achievement of these goals will enable the receipt by executive management of timely and accurate veteran's information and reduce or eliminate duplication of efforts on the part of users. VIMS is not a unified and seamless electronic system. The objective in this regard is to electronically integrate data obtained by field level personnel with that of the Claims Division. We hope this objective will be reached within five years.

Achievements

- The Department has continued to streamline the Veterans Information Management System (VIMS) in our fourteen (14) field offices across the state. These efforts have improved the processing of veteran benefit information.
- To achieve these goals, the TDVA objectives have provided each field office with laptop computers and portable printers. Now field personnel may go to the veteran's place of choice and initiate data into the existing Veterans Information System (VIMS).
- The capability to obtain management statistical data has become easier to process.
- The Claims office has also installed a different version of Veterans Information Management System (specifically designed for their area) that is used to track adjudication and the claims process in general.

Planned Applications

None provided.

Human Rights Commission

Mission

Tennessee Human Rights Commission is charged with the responsibility of investigating allegations of illegal discrimination in employment, public accommodations and housing, on the basis of race, color, religion, creed, sex, age, handicap, national origin, or familial status. The Commission promotes the Civil Rights Laws through an outreach program designed for employers, housing providers and the public at large

Business Strategy

- Investigate complaints within a reasonable period of time
- Coordinate investigative work with EEOC and HUD on a continuing basis
- Participate in training offered by EEOC and HUD
- Provide information and technical assistance both to the public and potential complainants and respondents
- Organize and conduct conferences pertaining to the agency's areas of jurisdiction and participate in similar efforts organized by other entities
- Work with local commissions and civic organizations on human rights issues

Technology Strategy

- Increase word processing efficiency by all staff members
- Improve remote data entry, inquiry and reports generation by all staff
- Reduce paper flow among staff by using email
- Maintain Internet access to increase research capability and exchange of information
- Provide comprehensive information and services to the public on the webpage
- Continue cooperation with EEOC and HUD in maintaining the integrity of employment and housing databases

Achievements

- Improved security due to strict passwords control
- Improved control of Spam Email problems with the assistance of the Office for Information Resources' (OIR) Spam project
- Improved Management of Employment and Housing files
- EEOC and Housing training on procedures and laws
- Enhanced education and outreach programs
- Availability of complaint forms and other information on the website both in English and Spanish

Planned Applications

None provided.

Registry of Election Finance

Mission

To administer and enforce the provisions of the Campaign Financial Disclosure Act and Gubernatorial Inauguration Financial Disclosure Act. These acts require candidates for State public office, multi-candidate committees and gubernatorial inauguration committees to file various disclosures with the Registry.

Business Strategy

- Enforce the Campaign Financial Disclosure Act by maintaining complete , accurate records of all financial disclosures of mandated committees, cross-indexing information contained in disclosures filed, and notifying all candidates/committees of the requirements for filing
- Maintain records of civil penalties that have been assessed under these acts
- Maintain additional disclosure information for five years
- Prepare and publish manuals addressing the disclosure acts
- Provide accurate information to the public in a timely manner
- Develop forms that are appropriate to meet the requirements of the laws
- Track any investigations of alleged violations of the laws, issue orders as appropriate, and conduct hearings as needed
- Assist the county administrators of elections with enforcing these laws on the local level

Technology Strategy

- Establish electronic filing for all disclosures filed with the Registry
- Make information available on the Internet in a viewable, searchable, downloadable and printable format
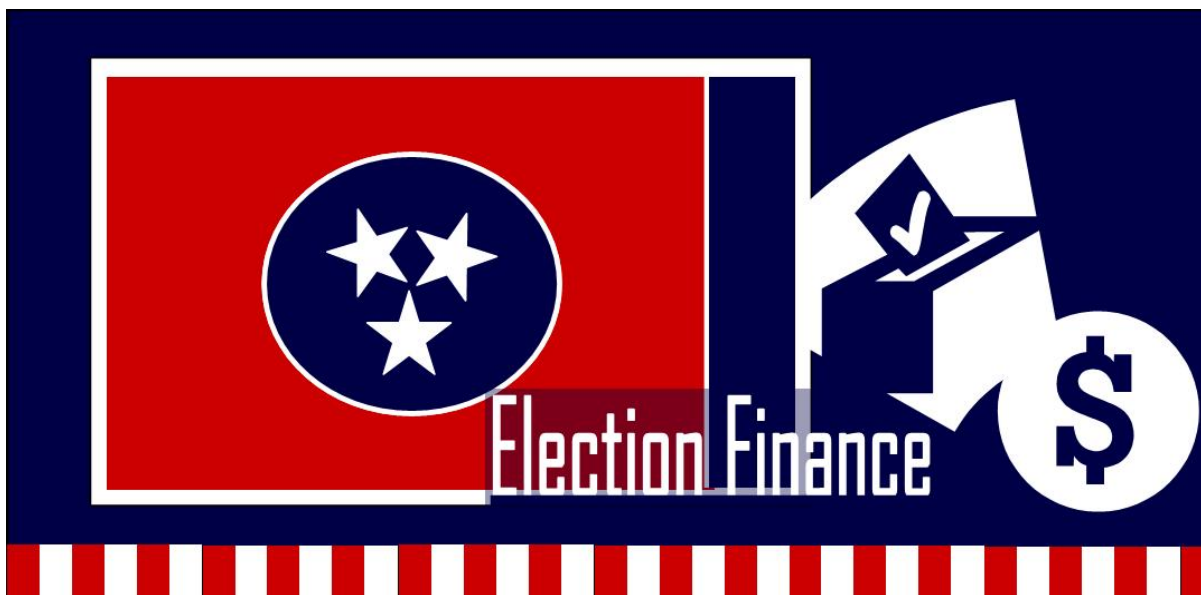
Achievements

- Rewrite of TNCAMP, electronic filing system for candidates and PACs

Planned Applications

None provided.

Secretary of State

Mission

The Secretary of State is a constitutional officer elected by a joint vote of the General Assembly for a term of four years. The Constitution requires that the Secretary of State keep a register of all of the official acts and proceedings of the Governor, as well as all acts and resolutions adopted by the General Assembly and signed by the Governor.

Business Strategy

Administrative Procedures: Provide administrative judges to hear contested cases of state agencies and associated program areas.

Business Services - Execute statutory processing and record keeping duties of the Secretary of State relating to businesses in Tennessee including laws pertaining to Corporations, Uniform Commercial Code, Apostilles & Authentications, General Partnerships, Limited Liability Companies, Limited Liability Partnerships, Limited Partnerships, Mine Foreman Certificates, Motor Vehicle Temporary Liens, Municipal Clerk Certifications, Nonresident Fiduciary Appointments, Notaries, Service of Process, State Deeds and Leases, and Trademarks; Provide storage, protection and retrieval of documents and/or information relevant to these filings for dissemination to the public.

Charitable Solicitations - Enforce the provisions of the Charitable Solicitations Law by the registration and regulation of charitable organizations, professional solicitors, professional fundraising counsels, and vendors that solicit contributions for the benefit of charitable organizations in order to protect potential charitable donors; Enforce the provisions of the Charitable Gaming Events Law.

Elections - Ensure the integrity of elections in Tennessee; Maintain uniformity in Tennessee's election laws and their administration; Serve as staff to the State Election Commission; File and retrieve registration of sports agents; Comply with Federal guidelines for Help America Vote Act (HAVA).

Fiscal and Administrative Services - Provide fiscal and administrative support to all divisions including budgeting, accounting, procurement, and special administrative services; Provide mail, messenger, inventory, and warehousing services to the Department.

Information Systems - Promote and assist in departmental information technology planning, project development and implementation; Provide departmental information technology business resumption planning in the event of a disaster; Provide departmental information technology technical support, network planning and administration, and procurement assistance; Provide information technology planning, technical support and procurement assistance for Tennessee's public and regional libraries.

Personnel - Implement and monitor state and departmental personnel policies including compliance with human rights legislation.

Publications - File and retrieve the Public and Private Acts of the General Assembly and the Governor's papers; Provide production and publication services for the department, including design and maintenance of the department's Internet and Intranet websites; Produce the monthly Tennessee Administrative Register, the official compilation - Rules and Regulations of the State of Tennessee, and the biennial Tennessee Blue Book; Provide monthly reports to members of the General Assembly regarding appointments and vacancies that have occurred or will occur on any board or commission with statewide jurisdiction.

TN State Library and Archives - Select, acquire, process, and disseminate the information and archival requirements of the Tennessee State government and the citizenship of Tennessee; Promote and assist in library development throughout the State in order to assure adequate library and information services to all Tennesseans

Technology Strategy

Carry out the duties of the Secretary of State with a high degree of precision and timeliness; Remain flexible, due to current and anticipated statutory requirements; Utilize web-based technologies to provide efficient, reliable customer service to the department's customers and to the citizens of Tennessee.

Achievements

PACHUG Completion (Round #2); Implementation of On-line Annual Reports Application; Formation of the Digitization Committee TSLA; Completion of SNA End-of-Life; Participation in the OIR Billing Committee; Further Implementation of Active Directory throughout the Department; Implementation of the Departmental Intranet; Development and Release of the RFP for a new Charitable and Gaming Tracking System; Assisted in Planning for the New TSLA Building; Purchased and testing Entrust; Attended SANS Security Training (Course 309: Introduction to Information Security); Developed Master TIF Directory for TSLA; Mini Training Sessions at TSLA; Installation of Vidar Scanner and Microfilm Scanner in Preservation Services; Continued Development of the Business Resumption Plan; Contributed information to the MaintainIT Project; Upgrades to the Server Room at the Disaster Recovery Site.

Tennessee Regulatory Authority

Mission

The mission of the Tennessee Regulatory Authority is to promote the public interest by balancing the interests of utility consumers and providers

Business Strategy

- Develop a proactive education and public affairs strategy
- Create an efficient, effective administrative structure and clear policies and processes
- Develop and initiate new policies/ processes to promote public interest in a changing market environment

Technology Strategy

- Continually upgrade agency hardware and software in a fiscally responsible manner
- Continue staff technology training
- Utilize state VPN and 3G cellular services to improve remote access solutions for home/travel access to network
- Provide web based search capability for electronic dockets
- Continue to improve services offered through the agency's website
- Implement wireless networking (WiFi) in the TRA's hearing room
- Design case tracking systems for the Gas Pipeline Safety and Consumer Services division
- Continue to improve the Do Not Call, docket tracking, and company registration systems
- Continue to document strategic IT process and refine the disaster recovery plan

Achievements

- Performed 10 desktop replacements
- Replaced 3 laptops
- Replaced 5 monochrome printers
- Performed upgrades to the Do Not Call system software
- Established a GroupWise fax account for Commissioner's staff person
- Established 1 VPN account for Gas Pipeline Safety field staff
- Upgraded 3 Blackberries
- Began conversion of website per the Governor's office directive
- Installed DreamWeaver CS3
- Worked with the agency PIO on modernization updates to the TRA web site
- Continued to assess agency security needs and develop policies and interventions
- Continued to refine the agency's disaster recovery plan
- Continued to train agency staff in the use of new technologies
- Continued to provide IT technical support to the agency staff

Planned Applications

None provided.

TN Advisory Commission on Intergovernmental Relations

Mission

Provide a bipartisan forum for the discussion of intergovernmental issues. Respond to requests for technical assistance from the General Assembly, state agencies and local governments.

Business Strategy

- Provide advance discussion and deliberation of critical and sensitive intergovernmental policy matters
- Promote action to resolve intergovernmental problems and improve the quality of government
- Forge common ground between competing, but equally legitimate values, goals, and interests
- Provide members of the General Assembly and other policy makers with accurate and timely information and analysis to facilitate reasoned decision-making
- More effectively communicate governmental issues to the general public

Technology Strategy

- Ensure that staff is proficient in the use of analytical software, and where appropriate, desktop publication software
- Ensure appropriate staff members receive training in the development and maintenance of the agency website
- Purchase hardware and software from State contract as needed
- Upgrade to new versions of software when necessary to remain compatible with agencies involved with TACIR projects.
- Continue to maintain a disaster recovery plan

Achievements

- Continued implementing enhancements to web site to increase functionality, particularly with regard to fiscal capacity and growth planning information
- Upgraded the appearance and readability of our publications through the use of various graphics and software
- Upgraded the PC hardware for one-fourth of agency staff members
- Maintained 100 percent network "up time" on the TACIR Local Area Network
- Completed the design/construction and implementation phase of the Public Infrastructure Needs Inventory (PINI) project

Planned Applications

None provided.

Treasury Department

Mission

We will be a leader by providing exceptional service to our customers honestly, efficiently, and effectively.

Business Strategy

Enhance Financial Reporting in State Government; Provide citizens a plan for the higher education of their children; Maximize earnings of the state cash pool; Settle all claims brought against the State; Invest the State's retirement funds to provide for retirement; Enhance processing transaction activity members of Tennessee Consolidated Retirement System; Improve collection of Unclaimed Property and owner location for claims processing and payment; Provide reliable, stable, and fast Information Systems processing environment; Improve services offered to Treasury's Local Government Investment Pool customers; Improve record-keeping functions and communication for Risk Management and their customers; Enhance the transaction processing and inquiry in the Flexible Benefits Program; Enhance management reporting capability; Business Continuity for critical Treasury Business Functions; Enhance communication between employees, management, and outside agencies regarding human resource issues

Technology Strategy

Provide a holistic solution for TCRS; Strengthen access, application controls and eliminate operating system vulnerabilities against security threats; Provide transparent receipt and pass through of accounting transactions and real-time communication/data transfer with third party vendors; Provide real-time banking service and forecasting tools to Local Government Investment Pool customers; Integrate infrastructure processes into Treasury's Business applications; Support e-Business; Provide business via web to Treasury's customers; Improve quality of support functions, such as communications and print services, system reliability, data integrity, system up time and recoverability, expedited application development, and maintenance service; Real-time delivery of brokerage and analytical services data to the desktop and high-speed communication links to outside providers; Improve microfilm facilities and assess document imaging technology to replace microfilm; Provide seamless wire instruction interface to/from Treasury's wire room and the bank service provider; Provide Web access to data for Retirement customers, seamless transfer of data from one system to another and counseling tools for staff to better service customers; Improve Tennessee taxpayers' Web access to Unclaimed Property Data with; Utilize Disaster Recovery Hot Site to continually improve Treasury's Business Resumption capability.

Achievements

Implemented a Claims Commission Case Management System; Implementing a Trade Order Management System; Concord retirement system is in the Analysis and Business Requirements Phase; Architect and contract award database (ULYSSES) in testing; LAN Consolidation initial phase; Provided enhancements to the Returned Item Processing (RIP), Human Resource Information System (HRIS), Baccalaureate Education System Trust (BEST), and ACME systems; Added Enhancements to the GEMINI System that supports four types of claims: Criminal Injury, Employee Property Damage, Tort, and Workers' Compensation; Improved redundancy of Treasury applications at Treasury disaster Recovery off site location, purchased new backup equipment and upgraded servers at site; TCRS Legislative enhancements implemented ; Treasury File and print services server replaced. GroupWise server; Replaced 40 outdated desktops and 5 outdated printers; Converted all of Treasury's Desktop software to Windows XP and converted users to Active Directory.

Planned Applications

Concord System to replace all TCRS applications; Support the change over to EDISON; Replace the Treasury Earnings and Account Management System (TEAMS); Treasury Content Management; ARP (Accounts reconciliation) system which was considered out of the EDISON scope and was added back to the list of Treasury projects; Continuation of server consolidation; Executive Information System; Application Security Management; Treasury Voice and data convergence

Health and Social Services

Bureau of TennCare

Mission

To facilitate a system of effective healthcare within a predictable budget for Tennesseans who are TennCare eligible.

Business Strategy

OVER THE LAST SEVERAL YEARS THE BUREAU HAS ACHIEVED A BALANCED AND PREDICTABLE BUDGET. THE FOCUS OVER THE NEXT SEVERAL YEARS WILL BE ON CHANGES TO THE LONG TERM CARE PROGRAM AND A RETURN TO RISK IN THE TENNCARE MANAGED CARE NETWORK, WITH INCREASED OVERSIGHT OF THE MANAGED CARE ORGANIZATIONS AND THE QUALITY OF CARE PROVIDED TO ENROLLEES

- Increase the bureau's oversight of managed care organizations and the quality of healthcare services provided to enrollees
- Control pharmacy expenditures with a multifaceted approach targeting providers, enrollees, and pharmaceutical companies
- Build upon the success of at-risk contracts with two managed care organizations in Middle Tennessee by requiring all TennCare MCOs to assume financial risk for all healthcare expenses
- Increase the number of enrollees in home- and community-based programs to more effectively utilize long term care funding

Technology Strategy

- Improve the quality and accuracy of program data, particularly utilization data
- Improve the usability and integration of TennCare systems
- Improve the accessibility of information, especially aggregate or summary data
- Improve the management of technology, particularly systems development

Achievements

- RFP development, proposal evaluation and award of MMIS contract
- Implementation of second phase NPI changes
- RFP development, proposal evaluation and award of PBM contract
- RFP development, proposal evaluation and award of East and West Tennessee MCO contracts
- Requirements definition and design in support of DHS VIP system implementation
- Requirements definition and design in support of Edison system implementation
- Implementation of Edifecs claims/encounter editing solution
- Implementation of claims forms and processing changes
- Enhancement of Serena TeamTrack change management process
- Support of electronic discovery requirements
- Implementation of laptop and desktop disk encryption
- Design and implementation of technology training program
- Support of CMS Medicaid PERM audit

Planned Applications

- MMIS contract transition
- PBM implementation
- East/West MCC implementation
- Edison Implementation
- DHS VIP development and testing
- Long Term Care Reform
- Continued enhancement of Edifecs
- Continued rollout of desktop/laptop encryption
- Support of DMRS system enhancements
- Support of DCS TFACTS (SACWIS) implementation

Commission on Aging and Disability

Technology Strategy

- Provide timely and efficient services based on consumer need by continuously developing and building on the technology infrastructure that currently exist state wide through the aging network
- Continuously exploring ways to work with other departments within the state to streamline access to services by sharing and integrating commonalities that are present amongst multiple data management systems
- Analyze data across all service programs to determine where technology can be applied and increase productivity thus providing a better service to older Tennesseans and Tennesseans with disabilities

Achievements

- Standardized the use of specific I&A software (Beacon) across all Grantee Agencies (AAAD)
- Standardized the use of Client tracking software (SAMS) across all AAADs
- Developed and implemented power point training for all Senior Centers statewide
- Developed in house ad-hoc reporting systems to assist in the Tenncare Waiver billing process
- Used older computer hardware to create a small in-house training room to help train new staff on agency specific software

Planned Applications

Web based enrollment for all services offered by the Commission on Aging and Disability

Commission on Children and Youth

Mission

The primary mission of the Tennessee Commission on Children and Youth (TCCY) is advocacy to improve the quality of life for Tennessee children and families. TCCY provides leadership for advocacy activities on behalf of children and families. TCCY is an integral part of state policymaking on child and family issues and participates on national, state, regional and local committees, task forces, and boards for information gathering, sharing and networking. Impact statements are prepared and distributed on legislation affecting families and children. TCCY sponsors Children's Advocacy Day annually and also makes policy recommendations for administrative and legislative action.

Business Strategy

- **Advocacy** - Coordinate advocacy activities on behalf of children, youth and families in Tennessee
- **Juvenile Justice** - Carry out all responsibilities necessary for the successful implementation of the federal Juvenile Justice and Delinquency Prevention Act in Tennessee
- **Children's Program Evaluation** - Conduct an adequate, independent evaluation of the impact of implementation of services delivered to Tennessee children and families
- **Regional Councils on Children and Youth** - Develop and support a Regional Council on Children and Youth in each of the State's nine development districts
- **Information Dissemination** - Gather, analyze, report and widely disseminate qualitative and quantitative information on children, youth, and families in Tennessee and develop recommendations to improve programs and services for them
- **Coordination of Services** - Engage in efforts to improve coordination in the delivery of services to children, youth and families in Tennessee

Technology Strategy

- Train staff in the efficient and productive use of existing and new information technology applications
- Enhance the regional councils' record keeping, word processing and communications capabilities
- Continue the migration to Microsoft Office 2007 Professional Plus
- Upgrade/replace aging hardware
- Enhance the agency's presence on the Internet
- Enhance the GIS strategy
- Maintain the Ombudsman Case Tracking System

Achievements

- Continued to incorporate coordinator responsibilities into information technology applications that improve workflow and information dissemination

Planned Applications

None provided.

![Lift them up!]

Department of Children's Services

Mission

To empower families and support community safety and partnerships to help ensure safety, permanency and well-being for children

Business Strategy

The Department's business strategy is focused on improvement in the following areas: prevention and early intervention services; uniform case practices; effective communication; community collaboration; cultural responsiveness; workforce recruitment, retention and development; and promoting permanency and stability for children served.

Technology Strategy

The Department's primary technology strategy is the implementation of a federally-compliant statewide automated child welfare information system (SACWIS) to support the Department's work. Other strategies include implementing an efficient report structure, enabling collaboration, improving business resumption capabilities, staffing appropriately, implementing beneficial new technologies, and reducing the system support load.

Achievements

- Implemented 10 projects approved by the State's IT-ABC: DCS Management Reporting, TNKids Health Services, Child & Adolescent Needs and Strengths, Subsidized Guardianship, TNKids Performance-based Standards, Internal Affairs Referral Tracking, IV-E Retro Funding, Transition to CompuWare, IV-E Eligibility Automation, and TNKids Permanency Plan Redesign
- Completed key SACWIS project activities, including the request for proposals processes for acquiring both a systems integration vendor and a quality assurance vendor
- Deployed numerous maintenance enhancements to the TNKids, Serious Incident Reporting, Remedy and Random Moment Sample applications
- Completed 38 technology strategies identified in the *2008 Information Systems Plan*
- Deployed over 200 laptops and 60 monitors and video cards to improve child protective services
- Created three new records retention schedules, updated three others, and implemented a records destruction database to improve compliance with Council on Accreditation guidelines and state records laws
- Imported 5,000 desktops and laptops in to Active Directory, which allows administrators to assign policies, deploy software and apply critical updates
- Implemented technical upgrades to the OIS Data Center firewall, Symantec Ghost software, and data backup capabilities
- Audited Remedy On-line Security (ROLS) database and identified 500 network users that could be removed by OIR, achieving a savings of $24,000/month

Planned Applications

The Department's most critical information technology project is the implementation of a custom-built statewide automated child welfare information system (SACWIS) to support the Department's work with at-risk children and their families. DCS also proposes to build a small application to perform child protective services background checks for the state's educators. In addition, the Department plans to purchase survey tracking software and to deploy three applications using IBM's FileNet software.

Department of Health

Mission

The mission of the Department of Health is to promote, protect, and improve the health of persons living, working, or visiting the State of Tennessee.

Business Strategy

- Have a diversified public health workforce of qualified, competent, and stable employees who fulfill the mission of this department by leading by example, teamwork, and providing exemplary services to the citizens of the state
- Build statewide partnerships to collaborate in the performance of public health functions and essential services in an effort to utilize the full range of available human and material resources to improve the state's health status. Assist partners and communities to organize and undertake actions to improve the health of the state's communities
- Raise public awareness about the importance of a healthy lifestyle, to encourage people to take responsibility for their health and well-being, and to give newborn babies a better start in life. This initiative specifically targets cardiovascular disease, obesity, diabetes, infant mortality, prenatal care, and adolescent pregnancy, and the elimination of racial and ethnic health disparities in these areas
- Monitor the health status of Tennesseans. Identify potential solutions & approaches to address any community problems affecting the health status of citizens. Develop critical capacity building around the conception, planning, and implementing of the state health plan
- Ensure that the critical and essential public and personal health services are delivered to the citizens and visitors of Tennessee ensuring the protection of all the population's health

Technology Strategy

- Provide policy makers, administrators, and managers with accurate, timely, and complete information to assess the impact of health services, programs, and regulatory activities on the quality of health in Tennessee, and facilitate the effective allocations of available health resources
- Maintain highly skilled information technology personnel through diversified hiring practices and development through education
- Strengthen e-Government solutions using the internet & intranet utilities to communicate with public and State employee communities
- Ensure desktop and server computing tools and equipment are maintained at a minimum of three year currency
- Maintain a three-year plan to ensure legacy systems are replaced with current technology, keeping operating expenses at a minimum and services levels high
- Maximize the sharing of data between the Department of Health Bureaus and Offices to reduce duplication of data in the Department
- Implement Disaster Recovery plans and testing to comply with HIPAA Security standards and ensure systems are recoverable
- Create an electronic medical record for use by health professionals to assess individual's public health activities

Achievements

Consolidation of all distributed IT organizations to the Office for Information Technology Services and implementation of standard processes.- Requirements Analysis project for the new patient care system. - State Pharmaceutical & Laboratory Information Tracking (SPLIT) completed. - Newborn Screening Lab System Enhancements - SNA Sunset - Traumatic Brain Injury Web Application - Automated Growth Chart Plotting - Pregnancy Risk Assessment and Monitoring System (PRAMS) - Vital Records SNA Print Sunset - Non-Smokers Protection Complaint Registry - Domestic Violence Registry - Vital Records AIRS & Tracking Mainframe Conversion

Planned Applications

- Vital Records Information Systems Management
- Replacement of the Regulatory Boards system
- Next Generation Patient Tracking Billing Management Information System

- Emergency System for Advance Registration of Volunteer Professionals
- Mass Casualty Incident Patient Tracking

TENNESSEE DEPARTMENT OF
HUMAN SERVICES

Helping shape Tennessee lives.

Department of Human Services

Mission

The mission of the Tennessee Department of Human Services is to provide an effective system of services for disadvantaged, disabled and vulnerable Tennesseans to improve their quality of life.

Business Strategy

- Help customers achieve their highest economic potential
- Prevent and reduce harm to vulnerable customers
- Promote children's health and well being
- Improve the Department's performance and efficiency

Technology Strategy

- *Goal #1*: Reorganize to Better Align with Business Functions: Human Services reorganized to create distinct business verticals of Information Technology staff to provide system development and maintenance support for the Department's business units. Further, the Department began a reorganization process to create administration, strategic business and Information Technology architecture planning, and infrastructure units that provide support to all of the business verticals
- *Goal #2*: Align with State of Tennessee's Enterprise IT Strategy: To meet this goal, all new system development projects, such as Vision Integration Platform (VIP), Adult Protective Services (APS), and the Appeals Resolution Tracking System (ARTS), will be built as distributed computing systems, taking advantage of the State's consolidated server initiative
- *Goal #3*: Manage and Use Information as an Asset: Implementing these initiatives will provide the Department's executive management with the ability to manage and use information as an asset when measuring performance, enhancing program/policy, and to meet Federal and State performance requirements
- *Goal #4*: Retool the Information Systems Workforce: This effort includes: Training, Knowledge Transfer, and Alternative Training Methods
- *Goal #5*: Protect Information Assets: Human Services will continue to proactively monitor and address the protection of its information assets

Achievements

- Implemented the Regulated Adult and Child Care System (RACCS) in May 2008
- Completed the Potential Eligibility Screening and Online Application web site. This web application provides the ability for individuals to answer a series of on-line questions and learn if they might be eligible for Families First, Food Stamps or Tenncare Medicaid and to apply for benefits
- Continued the Detailed Design phase of the VIP project
- Completed the Detailed Design phase of the Adult Protective Services (APS) project (on-going)
- Released a Request for Information (RFI) for the replacement of the Tennessee Child Support Enforcement System (TCSES) and completed vendor demonstrations in response to the RFI
- Completed FileNet Imaging initiatives for Fiscal Services and Legal divisions

Planned Applications

- Vision Integration Platform (VIP)
- Adult Protective Services System – "FOCUS"
- New Vocational Rehabilitation System

Department of Mental Health & Developmental Disabilities

Mission

The Tennessee Department of Mental Health and Developmental Disabilities' (TDMHDD) mission is to plan for and promote the availability of a comprehensive array of quality prevention, early intervention, treatment, habilitation, and rehabilitation services and supports based on the needs and choices of people with mental illness, serious emotional disturbance, substance use disorders and developmental disabilities and their families.

Business Strategy

- Work in partnership with service recipients and their families to promote and provide for a culturally competent system of services and supports that is person-centered and family focused
- Develop and lead partnerships to increase public awareness and promote acceptance of children and adults with mental illness, serious emotional disturbance, substance use disorders or developmental disability and their service needs
- Provide Tennesseans access to prevention and early intervention activities
- Insure the capacity of the service system will meet the needs of persons with serious mental illness, serious emotional disturbance, substance use disorders or developmental disability in the least restrictive environment
- Insure system improvements are based on service recipient and family feedback, outcomes, and other management information
- Provide effective leadership and efficient and accountable management of resources

Technology Strategy

- Pursue an enterprise approach for custom application development, utilizing existing code wherever possible in an effort to streamline development, security, and the user experience
- Continue systems integration for the new Division of Alcohol and Drug Abuse Services
- Move toward complete electronic health records adoption in the five Regional Mental Health Institutes (RMHIs), adhering to all HIPAA rules and regulations as well as Title 33 statute

Achievements

- Successfully absorbed systems responsibilities for the Division of Alcohol & Drug Abuse Services, which involved integration of IT staff and functions as well as software development to replace systems belonging to the Department of Health
- Completed a major upgrade to our main Hospital Information System
- Continued to enhance capabilities of new Licensure and Complaint Tracking system, adding new functions such as fee and letter generation and accounts receivable modules
- Rolled out five separate releases for the Mental Health Safety Net application
- Established VM environment in the OIR data center, where new development is hosted and legacy systems are being transitioned
- Began upgrade for legacy applications from SQL Server 2000 to SQL Server 2005, as well as migration from Crystal Reports 7 to Crystal Reports 11
- Developed new web-based application to house reports for various systems, so that end users may retrieve frequently accessed reports on demand
- Implemented new tracking system across all sections of IT, including Help Desk, Enterprise Hospital Information Systems and Software Development

Planned Applications

- Implement a new suite of tools to manage medication, including components for Pharmacy, Bedside Administration and Computerized Provider Order Entry
- Replace the aging ADMIS system for the Division of Alcohol and Drug Abuse Services
- Build new systems for Invoice Tracking, Forensic Billing, ORYX reporting and Psycho-Social Rehabilitation
- Implement new releases for existing systems, including Methadone Registry and Eligibility Tracking
- Continue migrating applications to the new VM environment in the OIR Data Center

Division of Mental Retardation Services

Mission.

The Division of Mental Retardation Services (DMRS), within the Department of Finance and Administration, is responsible for providing services and supports to Tennesseans with mental retardation and other developmental disabilities and to their families. DMRS provides services, either directly or through contracts with community providers, in a variety of settings. These settings range from institutional care to semi-independent living in the community.   DMRS is composed of a central office located in Nashville, three main regional offices, and four satellite regional offices located throughout East, West, and Middle Tennessee. Additionally, DMRS has three long-term care facilities located in Arlington, Nashville, and Greeneville.

Business Strategy

- DMRS will help increase the percentage of provider agencies performing in the exceptional and proficient category
- DMRS will identify and enroll over 5,000 individuals into the Home and Community Based Services (HCBS) Waiver Programs
- DMRS will increase consumer directed support funds distributed to eligible persons on the Waiting List
- DMRS will implement the Integrated Services Information System to ensure information is adequately accessible for management decision-making

Technology Strategy

- Centralize Agency-owned servers to the OIR data center
- Centralize DMRS Help Desk for state-wide application support
- Define Best Practices for Change Management Processes
- Provide enterprise reporting capability from a data warehouse
- Business process re-engineering through application design and workflow using Six Sigma Methodologies

Achievements

- Implemented legacy system changes to track new lawsuit class members
- Implemented centralized SharePoint-based Excel databases for Provider Network

Planned Applications

- Integrated Services Information System
- Legal Case Tracking
- Pharmacy System replacement for developmental centers
- Supported Employment Tracking
- TBI Background Check

TN Department of
Health Services and Development Agency

Mission

The mission of the Tennessee Health Services and Development Agency is to ensure the establishment and modification of health care institutions, facilities and services be accomplished in a manner that is orderly, economical and consistent with the effective development of necessary and adequate means of providing for the health care of the people of Tennessee.

Business Strategy

- Provide the citizens of Tennessee current data regarding the Certificate of Need program
- Assure, through the CON program, that health care projects are accomplished in an orderly, economical manner, consistent with the development of adequate and effective healthcare for the people of Tennessee

Technology Strategy

- Maintain an Agency Web Site for the public to access to certain material pertaining to the Certificate of Need program

Achievements

- Continued development of the Access database for certain major medical equipment to capture various utilization, cost, and charge benchmarks to enhance assessment of applications' compliance with applicable criteria and standards

Planned Applications

- Assist other departments and health care trade organizations in the development and utilization of health care claims databases for purposes of review and analysis

Law, Safety and Correction

Administrative Office of the Courts

Mission

The Administrative Office of the Courts (AOC), created by statute, provides an array of support services to the entire state court system. The director, who is appointed by the Tennessee Supreme Court, is chief administrative officer for the courts and oversees the AOC. Duties of the office include preparing the court system's annual budget; providing judicial education, law libraries, computers, other office equipment, training and technical support for judges and other court personnel; assisting judges with case assignments; administering payroll accounts for the court system; conducting orientation for new judges; administering the official state criminal court reporter system; providing assistance to judicial committees; compiling data; and reviewing and disbursing funds to court-appointed attorneys, experts and foreign language interpreters appointed to assist indigents. Many of the responsibilities are mandated by the General Assembly, while others are based on necessity to help keep courts operating efficiently. Duties are added as the court system evolves to serve a changing state and changing times.

Business Strategy

- Automate court case information statewide
- Improve information availability to departments statewide
- Improve information availability to the public statewide

Technology Strategy

The AOC's Technology Division has a very diverse group of end users with equally diverse technology needs, goals, and expertise. Our technology strategy is to leverage current and new technical tools to help our end users be more efficient and effective in the pursuit of justice for our citizens. To that end, in the past year we have implemented digital court reporting systems in the Appellate Courts and in over 30 trial courtrooms across the state. We have also invested in some digital voice recording devices for some of our judges. In the next year, we will be looking at providing the judges either dual monitors, or a large flat screen, in order to defray the annual cost of legal book subscriptions. Since the most up-to-date information is available online, we want to try to find a usable and palatable method for online viewing, if possible. On the whole, we strive to research and adopt new technologies at the point they can be accepted by our constituents and utilized for maximum efficiency. We continue to seek opportunities for data sharing and integration wherever possible.

Achievements

- Completed TnCIS Wave 3 functionality. Upgrading Wave 2 sites with Wave 3 software
- Completed development of Phase II, Stage 3 of the Criminal Justice Web Portal. This stage will add access to TBI Wanted Persons.
- Implemented the ADR data collection website
- Implemented a new version of the Indigent Expense Claims System for additional functionality, easing expense claim entry/tracking.
- Began development of the Juvenile Statistical Reporting Validation (JSRV) System
- Began development of the Juvenile Data Court (JDC) component of JRSV System
- Completed case management business requirements, a needs assessment, and the gap analysis for the Appellate Court Automation Study
- Add secure, online access for juvenile court data validation prior to statistical publication
- Implemented SPAM blocking tool IronMail which significantly reduced SPAM message traffic
- Completed and released the Electronic Filing RFP

Planned Applications

- Criminal Justice Web Portal Phase III Development
- Juvenile Court Data Collection System Development
- Appellate Court Automation Study – Document Management and Benchmark Measurements

Board of Probation and Parole

Mission

Our mission is to minimize public risk & promote lawful behavior by prudent, orderly release & community supervision of adult offenders.

Business Strategy

- Through 2012, maintain an employee turnover rate of no more than 8%
- Through 2012, will improve the offender success rate by decreasing offender revocations by 10%
- By 2012, will manage caseloads by increasing the successful offenders reclassified to lower risk levels by 10% (discounting offenders moved off of "intake" supervision level)
- By 2012, will reduce the number of grant hearings administratively continued by 15%
- By 2012, will gather baseline data from six stakeholder groups regarding their satisfaction with our level of service

Technology Strategy

- Continue replacing desktop PC's with laptops allowing officers to increase time spent in the field with offenders, striving for each offender's success in the community
- Implement a multilayer approach to application development that supports small in-house development efforts to improve simple business processes for agency staff; large application development projects that address agency wide issues; and continually evaluate technology enhancements to TOMIS. Focus considerable effort on the reengineering of business processes prior to automation
- Improve computer literacy throughout the Agency by creating & adhering to a standardized plan of training & regularly offered classes
- Expand the use of videoconferencing as a cost-effective alternative for traveling to conduct parole hearings and meetings, as well as providing an alternative method for victims and interested parties to attend parole hearings without traveling to TDOC prison facilities
- Continue developing the Imaging of Offender files project eliminating the need to ship files around the state, freeing up hundreds of cubic feet of file shelf space
- Move forward with the development of the automated reporting project for low risk offenders
- Work to ensure that in-house data collection from approved forms conforms to a standard format for the type of data in preparation for a future move to web-based data entry
- Update the help desk application to collect data on operations performed by IS regarding multiple applications
- Work with TDOC/TOMIS to identify changes to the functionality that will increase the usefulness of TOMIS to BOPP
- Create service level agreements on the catalog of services performed by IS for the agency
- Publish the IS Policy and Procedure Unit Manual of Operations

Achievements

- Completed the implementation of the Offender Fee Accounting System (OFAS) statewide. The OFAS automates the fee activity of over 58,000 parolees and probationers with additional fees being assessed automatically for sexual offenders required to register on the sexual offender registry and those monitored with global positioning systems (GPS). The OFAS monitors case type and supervision level activities daily and uses these activities to drive the creation, update, end, and suspension of fee activities without officer input.
- Completed the implementation of statewide GPS monitoring of some sexual offenders. The GPS pilot project consisted of eight pilot sites, (34 Probation and Parole Officers) and compared the activity of offenders in treatment and control groups. The program monitored an average of approximately 360 offenders per day. On July 1, 2007, legislation required GPS monitoring for all offenders convicted of rape of a child, which expanded BOPP's pilot project to a statewide initiative. BOPP uses a validated risk assessment instrument, specifically designed for sexual offenders, to determine which offenders should be monitored using GPS. BOPP currently monitors approximately 355 offenders using GPS each day.
- BOPP IS staff replaced 43 desktops, 205 notebooks, and 58 printers during fiscal year 2007-08.
- Provided over 798 hours of classroom technical training to BOPP staff.

Planned Applications

- File Imaging System
- Automated Reported System

Department of Correction

Mission

The Mission of the Tennessee Department of Correction is to enhance public safety in Tennessee through the incarceration and rehabilitation of felony offenders

Business Strategy

- By 2013, 70% of all eligible inmates will complete evidence-based release readiness programming
- Maintain 100% ACA accreditation for 100% of the institutions, TCA and Central Office
- By 2013, TDOC will reduce returns to TDOC custody to 38%, three years after release from a TDOC facility
- Maintain occupancy of available beds at 96% thought 2013
- Through 2013, TDOC will maintain an average CO turnover rate of 25% or less

Technology Strategy

Correction continues to develop and deploy various technologies to augment the security staff's monitoring activities by developing web based .NET applications. This technology assists TDOC deal with the high inmate to officer ratio and ever increasing responsibilities while maintaining static staffing levels. The TAPS module allows the development of rehabilitation plans for every inmate. Future delivery of video and tele-assessment of inmate health and mental health issues will enhance inmate care while mitigating the increases of delivery costs.

Achievements

MIS has continued to implement formal project development as well as move toward using a project management approach. This includes regular MAC meetings for proposal approvals, project updates and priorities. User Requirements documents for both mainframe and distributed applications are reviewed by team members and receive sponsor sign off. TOMIS Help Desk support and Analyst tasks have been revamped to better utilize these resources and expedite cross training. Technical documentation was created for several distributed systems. Using DSRS, the department continues to scan inmate records and utilize Crystal Reports to provide timely and critical reporting. Several central office servers were moved to the OIR VM servers. The Department continues to cooperate with other agencies such as BOPP and AOC to facilitate the sharing or resources and information

Planned Applications

- Convert the current DSRS system using an obsolete version of FileNet to ECM
- Replacement of the Victim Notification System
- Enhancements the Offender Accounting/Commissary Tracking system
- Enhancements to the inmate assessment and tracking system (TAPII)
- Development of an Electronic Inmate Medical Records System
- Development of an automated upload of Performance Based Measurement system that will interface with the national ASCA (Association of State Correctional Administrators) PBMS system

Department of Safety

Mission

Through education, regulation and enforcement we, ensure the overall safety and welfare of the public.

Business Strategy

- By FY 2012, the fatality rate on Tennessee roadways will have an overall decrease of 10%
- By FY 2012, improve the level of customer service provided to all TDOS customers by increasing the number of services available online, collecting baseline survey information from key customer groups, and enhancing the quality of resources available to the public via the department's website
- By FY 2012, at least 80% of crash and court records will be received electronically, rather than by paper, in an effort to improve the timeliness, completeness, and accuracy of vital traffic records
- Through FY 2012, the department will maintain an employee turnover rate of no more than 10%

Technology Strategy

- Proper project planning
- Promote the use of statewide resources over independently developed solutions
- Replace obsolete technology/systems
- Enforce departmental standards
- Enforce security

Achievements

- Mobile Data Computers (MDC): Purchased 250 laptop computers and installed and configured over 600 laptops and over 200 GPS units in patrol vehicle
- Document Imaging: Digital Document Imaging is complete and being used by the Handgun Carry Permit section and we are currently expanding the capability to include all of the Drivers License Issuance division applications and supporting documents
- TracCS (Traffic and Criminal Software): Completed the interface of the TraCS software to the new IRISS/TITAN system and databases so that crash investigations can be submitted electronically from roadside into the TITAN databases
- Completed Crash XML Schema: This allows other software packages to submit electronic crash investigations records directly into the TITAN databases, avoiding paper submission and subsequent data entry efforts

Planned Applications

- Continued expansion of the document imaging capabilities of the department
- Replacement of the Driver License Issuance system with a new system to provide Real-ID compliance

District Attorneys General Conference

Mission

The Tennessee District Attorneys General Conference was created by the General Assembly in 1961 to provide for a more prompt and efficient administration of justice in the courts of this state.

It is comprised of the district attorneys general from the state's 31 judicial districts. The district attorneys general are elected for a term of eight years and are responsible for the prosecution of criminal cases on behalf of the state. The information systems section was created in 1995 to support and improve the automation resources available to the district attorneys. The section is responsible for network and computer installation, software support, and internet services. In addition, this section is coordinating and handling the development and installation of a new case management software for utilization by the district attorneys offices. This application is a replacement for an existing system. This new case management system will provide our agency with the ability to further enhance our ability to facilitate and use data entered into the system for alternative needs, such as; sharing with other agencies and statistics

Business Strategy

- Deliver timely and effective responses to end-users requests through teamwork
- Provide vision, foresight, and a framework for evaluating/testing emerging technologies and implementing solutions
- Provide end-users with convenient access to appropriate information and services through technology
- Work with remote offices to improve operations by understanding business needs and by planning, implementing and managing the best information technology solutions available
- Maintain a reliable connection and computer infrastructure for offices to conduct operations today and in the future
- Effectively communicate information about plans, projects, and achievements to IT-Committee and Administrative Assistants
- Maintain technically skilled staff that is competent in current and emerging information technology and end-users that understand and can employ modern technologies to maximize efficiency
- Ensure effective technical and fiscal management of the Department's operations, resources, technology projects and contracts

Technology Strategy

Information Technology plays a vital role in the research, teaching and administration of the Agency. However, that role is to provide access to information and services, and the technology should not drive the way the Agency operates. An IT Strategy should guide the development of a well-found information environment in order to deliver convenient access to information, improve communication, collaboration and learning and ensure a flexible, responsive and above all reliable system. This should enable established research groups to function effectively, new initiatives to be taken and teaching and learning to be both efficient and of the highest quality.

Achievements

- In 2006-2007, we continued to migrate to the Justware case management system. Everyday our department looks for more alternative methods to make everyday activities run quicker and more efficient for our users. We are currently upgrading our email software and implementing a new storage device. With this new storage device, we will be able to backup all the remote workstations across the network to one centralized place. Users will be able to quickly recover documents that would have been completely lost in the past.
- In 2008, we completed full district migration from Cain to Justware. Currently, we are working on an interface with TBI's live scan feed. This interface will reduce data entry and data entry errors

Planned Applications

None provided.

District Public Defenders Conference

Mission

To give consideration to the enactment of such laws and rules of procedure as in its judgment may be necessary to the more effective administration of justice and thus promote peace and order in the State.

Business Strategy

The District Public Defenders Conference is committed to achieving its mission of providing effective, high quality assistance of counsel for indigent individuals accused of crime in Tennessee. District Public Defenders fulfill the State's obligation under the U.S. and Tennessee Constitutions to provide assistance of counsel to persons accused of crimes who cannot afford reasonable compensation for the services of a competent lawyer. District Public Defenders are attorneys elected in each judicial district. They are appointed by the courts, to represent indigent persons facing deprivation of liberty in criminal matters. The statewide system of public defenders was created by the General Assembly in 1989 as an alternative to the practice of appointing private attorneys.

Technology Strategy

The Executive Committee of the Public Defenders Conference has defined an information technology strategy to lead the Conference into a new age of electronic legal research and case management. This strategy has significantly increased productivity of Conference employees. The Conference is on a four-year replacement cycle for desktops, laptops, and printers. Attorneys utilize Lexis-Nexis for online legal research. Lexis-Nexis Tennessee Law on Disc permits portable research on notebook computers. Attorneys and Investigators utilize the Tennessee Criminal Justice Portal for case preparation and investigations.

The Conference has significantly improved its case management capabilities using the ProLaw case management system. We will continue to automate Public Defender offices to the point of maximum efficiency and provide quality service and IT solutions to meet the varied needs of every Conference employee

Achievements

Responded to several thousand service calls from districts statewide with minimal downtime.

Continued to implement the full benefits of the State Wide Area Network (WAN) and GroupWise.

Actively participated in Tennessee's justice integration initiative to align future automation with projects under development by other justice agencies. The Conference fully supports the development of an integrated justice system in Tennessee.

Continued to integrate the ProLaw case management system into daily tasks. Many manual processes, from evidence storage to calendar creation to label printing, have been replaced by ProLaw's automated capabilities.

Attorneys and Investigators made full use of the Tennessee Criminal Justice Portal for case preparation and investigations.

Planned Applications

None provided.

Tennessee Bureau of Investigation

Mission

That guilty shall not escape, nor innocence suffer.

Business Strategy

- Provide criminal investigative assistance to the District Attorneys General
- Provide criminal investigative, technical, and training assistance to local law enforcement agencies
- Detect and investigate areas within Tennessee Bureau of Investigation's (TBI) original jurisdiction including fugitive apprehension, narcotics, public corruption, organized crime, Medicaid fraud and patient abuse
- Provide criminal investigative and intelligence to out of state agencies and the Federal Bureau of Investigation (FBI)
- Manage the statewide marijuana eradication program
- Provide forensic science examinations for all Tennessee law enforcement agencies
- Provide Deoxyribonucleic Acid (DNA) testing as a means of criminal identification
- Respond to crime scenes assisting in the collection of evidence relative to major felony cases
- Establish and maintain a system of intrastate exchange of criminal justice information to all agencies entitled to all or any part of such information

Technology Strategy

- Facilitate the development and provide on-going support of the Tennessee Fusion Center (TFC). The TFC will make use of personnel from multiple agencies, existing desperate information systems, and newly established technologies to collect, integrate, evaluate, analyze and disseminate intelligence as it relates to detecting, preventing and investigating criminal and or terrorists activity
- Continue to leverage XML and Web Services to provide additional materials and data to end users in the most ubiquitous current methodology, i.e., the World Wide Web
- Improve the management, review and control of information technology costs associated with our contract vendors
- Aid in ensuring the successful implementation of Project Edison in the Bureau

Achievements

- Processed 232,816 firearm transactions with the resultant identification of 213 wanted persons and 239 stolen firearms
- Enhanced the web-based system providing public access to the crime statistics data collected by the Tennessee Incident Based Reporting System (TIBRS) program, allowing users to ability to generate the "Crime in Tennessee" page for any agency
- Received and processed a total of 476,815 fingerprint cards. Of that amount, 349,732 were criminal cards and 118,083 were applicant/civil submissions. Over 85% of the total submissions were received electronically
- Continued operation of the Sex Offender Registry program with over 11,500 convicted sex offenders registered with the TBI
- Trained and/or tested over 7,000 law enforcement personnel to fulfill certification requirements for NCIC and the TIBRS program
- Performed over 55,000 Tennessee background checks, bringing the total to over 139,000 since program inception in June 2004

Planned Applications

Continue development of the Tennessee Fusion System. Data collection and population of the data warehouse is phase one of the development effort. Other phases include the selection and implementation of an intelligence management system, and the use of GIS technology.

Tennessee Corrections Institute

Mission

Train correctional personnel in the methods of delivering services to municipal, county and metropolitan jurisdictions; evaluate correctional programs in municipal, county and metropolitan jurisdictions at the request of the Commissioner of Correction, (the Institute may also evaluate state correctional programs); conduct studies and research in the area of corrections and criminal justice in order to make recommendations to the Governor, the Commissioner of Correction and the general assembly; and inspect all local penal institutions, jails, workhouses, or any other local correctional facility in accordance with TCA 41-4-140.

Business Strategy

- Operate in an efficient and cost effective manner to maximize services to county jails and local facilities

Technology Strategy

- Develop Web site for the local facilities to access

Achievements

- Replaced aging laptops with ultra-light laptops for travel
- All staff now backs up nightly to the network

Planned Applications

No large projects are planned.

Department of the Military

Mission

- To support the Federal Military Strategy; to support the Governor of Tennessee by providing motivated personnel, trained units, and equipment capable of protecting life and property, preserving peace, order and the public safety, while improving the quality of life for all Tennesseans; to be active participants in local, regional, and nationwide initiatives and programs and to improve the quality of life in the community through appropriate use of military assets.
- TEMA is responsible for ensuring the establishment and development of policies and programs for emergency management at the state and local levels which include the development of a statewide capability to mitigate, prepare for, respond to and recover from the full range of emergencies, both natural and technological.
- The Tennessee Army and Air National Guards serve as state militia that in time of national emergency are suborned to federal control.
- The continuing employment of Army and Air Guard forces in concert with the Army and Air Force using a common doctrine, identical training, and common equipment are keys to the Total Force concept.
- The Administrative Services Division provides administrative support to each division within the Department and maintains the records of Tennesseans who have served in any branch of the U. S. armed forces

Business Strategy

- 100% program compliance
- Business partnerships with local communities

Technology Strategy

- Technology that meets approved standards and administrative needs
- Highly trained technology staff committed to the mission of the Military Department
- Improve the technology coordination, planning, and control through continuing to monitor the current inventory of computers, peripherals, and software to determine the need for new or enhanced products; support the maintenance, replacement, and acquisition of appropriate technology resources
- Working business continuity and disaster recovery plan for critical IT systems
- Security of all computing resources and data

Achievements

- Relocation of TEMA East Regional Office including installation of a new telephone and data network at the new facility
- Managed complete telephone and data wiring for facility renovation of State Emergency Operations Center
- Set up computer lab for the all volunteer Tennessee State Guard
- Acquisition of hardware, software, and network infrastructure for a disaster recovery site

Developed databases including:

- SBC-Capital Project database for tracking the status of building projects and capital maintenance projects and the status of funding on those projects
- Joint Military Department telephone database
- CFMO purchase order database to help track the status of request from requests to Federal reimbursement
- ITG database to track networking, purchasing, and budgeting information
- Installed a Net-DVR server to administer and record perimeter security cameras on the Security network

Planned Applications

None provided.

TRICOR

TN Rehabilitative Initiative in Correction

Mission

TRICOR will provide an environment where inmates learn work ethics and marketable skills, which will assist with a successful reintegration into society. Using sound business practices, TRICOR will manage a financially successful organization that provides quality products, services and solutions for our customers.

Business Strategy

- Sufficiently train inmates for self-sufficiency in enduring commercial markets
- Control growth so that increased sales and inmate employment are systematically planned
- Stabilize production to maintain high quality standards
- Focus on performance outcomes
- Invest earnings in capital assets and internal development
- Emphasize our commitment to employees by developing performance based compensation plans
- Strengthen our interface with the Department of Correction, both as a customer and as a business partner

Technology Strategy

Standardize hardware, software and defined processes

Increase Internet presence by placing the Catalog of Goods and Services online.

Continue expansion of employee training to optimize use of new hardware and software

Achievements

Implemented MAS500 (TIMS) Version 7.05 manufacturing information system

Implemented SalesLogix CRM System

Implemented FRx Business Intelligence Module

Completed the training for all MAS 500 End Users and offenders that are using TIMS

Implemented TRICOR workstation security for all offenders

Developed initial Business Intelligence reports

Planned Applications

Develop Scorecards for Business measurements

Audio, Video, and Video Conferencing Analysis

Workflow Process Improvements

Cost benefits analysis of installing video camera at three plant locations

Alcoholic Beverage Commission

Mission

The TABC's mission is (1) to fairly and consistently investigate, regulate, and enforce the statutes and rules of Tennessee related to both the legal and illegal sale, distribution, and manufacture of alcoholic beverages by providing education, information, and materials to the general public and to all spirit and wine licensees and permittees; and (2) to investigate, enforce, and prosecute Schedule VI controlled substances cases, as well as other felony investigations arising from matters related to TABC's primary authority (alcoholic beverages and Schedule VI controlled substances) – thereby, if fulfilled, enhancing public safety

Business Strategy

- Effectively carry out statutory responsibilities. Ensure all liquor establishments comply with rules and regulations
- Investigate known criminal activity, complaints of alleged criminal activity and provide support to other agency investigations
- Ensure liquor establishments' employees are properly trained in serving, selling and dispensing alcoholic beverages
- Perform duties as required by the Tennessee Responsible Vendor Act of 2006

Technology Strategy

- Maintain network database program to better manage the issuance of server by the drink employee on-premise permit cards
- Identify and automate manual processes to further improve agency efficiency
- Continue to update website: Commission Meeting Agenda, Minutes, proposed rule revisions, current LBD licensee database and server class schedule
- Improve application training opportunities for staff members and conduct training
- Upgrade databases for multiple users and secure performance for our Regional Offices across the network
- Connect Agents in remote posts to State network. Evaluate and improve ergonomic conditions in the agency offices
- Develop the Responsible Beer Vendor web based application and data base, with support from OIR Group, to achieve implementation of the Tennessee Responsible Vendor Act of 2006

Achievements

- Upgraded Consent Order, Retail and Citation databases over the State network and across regional ABC offices for multiple users
- Connected users to the Department of Revenue data base for tax and bond search, and to perform verification prior to issue of liquor licenses
- Upgraded Local Area Network (LAN) connection by addition of two "T-1" lines to assure more band-width for future applications
- Replaced 10 desktop computers, 21 laptops and 21 portable printers. Provided 9 additional wireless laptop cards for special use
- Provided secure LAN based drive for information exchange between agents, allowing transfer of large files, such as audio recordings and high resolution photographs
- Website is updated bi-monthly to display menu of current LBD Server classes across the State, added Commission Agenda, meeting schedule, and continue to adjusted site format based on user input
- Upgraded NCIC-TIES and secured TnCOP systems, secured access to Integrated Justice Portal for agents
- Improved ergonomic conditions in offices by addition of ergo keyboards, optical mice, flat screens and some office reconfigurations
- Completed Responsible Vendor Application, continuing with upgrades and improvements as needed

Planned Applications

- Modify Server Training application to help prevent issue of fraudulent permits
- Identify and procure evidence and case tracking application

Resources and Regulations

Department of Commerce and Insurance

Mission

To provide the leadership and direction necessary to protect the public safety and welfare by:

- Maintaining public confidence in the integrity of the consumer and financial service industries and professions regulated by the Department
- Safeguarding consumers from deceptive business practices
- Ensuring a fair and competitive marketplace in which businesses have the flexibility to operate in order to promote economic and community development within the state
- Requiring adherence to certain recognized and established standards of conduct in consumer and financial service industries and professions regulated by the Department
- Protecting life and property through fire prevention, education, investigation and enforcement and access to enhanced emergency communications

Business Strategy

- Maintain responsible, publicly accountable and customer focused delivery of services
- Protect consumers from deceptive business practices through education
- Provide a fair, effective and efficient regulatory process for industry and consumers
- Provide an effective public safety program

Technology Strategy

The Department is a diverse collection of governmental divisions with complex overlapping business processes. Even though divisions share common functional elements, the department requires an information systems strategy that will leverage what is common and concurrently support what is unique. Commerce and Insurance's Enterprise Business System (CIEBS) strategy was conceived with the goal of proactively meeting evolving needs. CIEBS is a holistic melding of hardware, software, data, network, and people. It has two components—a general strategy that encompasses the departments commonality supplemented by specific strategies for each division. The most valuable asset of Commerce and Insurance is its employees—knowledge workers. Our vision is to increase the efficiency of these knowledge workers utilizing the CIEBS strategy by increasing productivity through continuous improvement and business process reengineering.

Achievements

- Converted one thousand rolls of microfilm to digital images
- Acquired and installed three high speed digital scanners
- Implemented Phase I of Enterprise Content Management
- Insurance Division selected NAIC's State Based Systems (SBS)
- Data security policy implemented
- Thirty percent complete in move to Active Directory
- Electrical Permit System moved to modern database
- Gradually creating a culture of knowledge sharing through refined intranet and intranet search technology

Planned Applications

- Implement Multiple Agency Regulatory System (MARS)
- Implement State Based Systems
- Phase II of Enterprise Content Management
- Continue Knowledge Management

Department of Financial Institutions

Mission

The primary statutory mission of the Department of Financial Institutions is to provide the citizens of Tennessee with a sound system of state-chartered and licensed financial institutions by providing for and encouraging the development of depository financial institutions while restricting their activities to the extent necessary to safeguard the interests of depositors; and seeking to ensure compliance by both depository and non-depository financial institutions with governing law and regulations.

Business Strategy

- The primary business strategy of the Department of Financial Institutions is to provide the citizens of Tennessee with a sound system of state chartered and licensed financial institutions by:
- Providing for and encouraging the development of depository financial institutions while restricting their activities to the extent necessary to safeguard the interest of depositors
- Seeking to ensure compliance by both depository and non depository financial institutions with governing laws and regulations
- Leading a statewide effort to focus on the financial protection and education of consumers
- The Department is committed to the provision of quality constituent services to the institutions it examines, supervises and regulates

Technology Strategy

- Use technology to securely enhance and expand the human capabilities of the Department of Financial Institutions
- Join the national effort to populate the National Mortgage Licensing System (NMLS) with our state's data
- Continue to meet the special security and computing needs of mobile staff and protect sensitive information we process as a result of being a regulatory agency
- Use the capabilities of technology to extend financial education throughout the State of Tennessee
- Provide systems to accurately and efficiently track institutional health using current and historical data
- Maintaining documentation and information needed to draft new bank-related legislation
- Track citizen complaints and resolution progress
- Ensure all staff members have reliable information systems to be effective at their jobs
- Ensure compliance with Tennessee Law by recording the operating and filing status of financial institutions
- Review staff information technology training needs and facilitate training programs

Achievements

- Implemented the Department's "Data and Information Security and Structure Policy" on 1/31/08
- Implemented "Entrust" encryption on all Department laptops and desktops storing sensitive information
- Assisted with the Department headquarters' move to a new downtown location
- Completed the "virtualization" of two servers to the State Data Center thus providing needed security, redundancy, and disaster recovery options
- Completed the move of the Regulatory Board System (RBS) to a new hardware platform thus providing needed environment stability
- Continued work on the rebuilding of the TDFI Homepage and associated links as part of the State web re-design effort

Planned Applications

None provided.

TN Department of Labor & Workforce Development

Mission

To work as a team to promote workforce development and improve workplace safety and health throughout Tennessee

Business Strategy

- Exceed the needs of our customers
- Exceed the needs of our employees
- Provide timely economic stability through the payment of unemployment insurance benefits
- Resolve Workers' Compensation claims timely and consistently
- Improve workplace safety in Tennessee through education, training, and regulation
- Operate efficiently and effectively
- Promote economic development and improve Tennessee's workforce through education and training

Technology Strategy

- Implement a tailored IT Project Methodology for all application development
- Partner with all divisions in the department to ensure their consistent participation in the IT Project Methodology
- Create a Project Closure report that provides project reconciliation for cost, time and resources along with lessons learned for every completed project
- Establish a technical architecture direction for the rewrites of all older unsupported applications within the department
- Dedicate analyst resource(s) to each division to maximize the IT program knowledge
- Within the development phase of all projects, detailed development plans with tasks, assigned resources, and time estimates will be utilized
- Create and implement IT performance measurements to include project timeliness, RFS and tracker expectations, helpdesk tickets and production requirements
- Eliminate the Electronic Security firewall by upgrading or relocating applications to the Data Center
- Create identical environments for development, test and production for all applications

Achievements

In support of the Employment Security Division, the Information Technology Division provides services across a diverse multi-platform enterprise consisting of a Bull Mainframe and Minicomputer, Oracle on Windows and Sun Solaris servers, including a large number of desktop and client server applications.

- Moved the server rooms from the Davy Crockett Tower and the Andrew Johnson Tower to the new French Landing office. All the moves were completed over two weekends with no business-day down time.
- Rewrote three legacy systems, Elevators, Wage Processing, and Food Stamps improving functionality efficiency of the applications
- Enhanced two existing application, ICON-IB6 and Frame Page, with requested functionality
- Developed four new applications, Identity Theft Deterrent Package, UI Redetermination, Department of Safety Identification and National New Hire
- Updated the TNPAWS application and relocated the application to the State's Data Center
- Implemented the Remittance Processing System
- Moved all Employment Security databases to the State's Data Center
- Developed numerous special processes and reports in support of the Unemployment Benefits program
- Produced an average of 40,000+ Unemployment Insurance checks each week
- Processed and sent out approximately 200,000 1099's to active claimants
- Processed approximately 370,500 to 400,000 new UI claims this year

Tennessee Arts Commission

Mission

The mission of the Tennessee Arts Commission is that the citizens of Tennessee have access to and participate in the arts

Business Strategy

- Invest in cultural assets that enrich the lives of Tennessee citizens
- Communicate the value of the arts to every community in Tennessee
- Preserve and promote the folk arts and cultural heritage of Tennessee
- Invest in arts education for all Tennesseans
- Empower Tennessee artists and arts organizations with resources to be major contributors to their communities
- Sustain and forge new partnerships to broaden support for the arts in Tennessee

Technology Strategy

- Continue to refine the eGRANT system
- Continue to make revisions and update content on the TAC Web site making it a valuable resource to the citizens of Tennessee
- Continue upgrading hardware according to the State's hardware replacement standard

Achievements

- Continued refining the Arts Commission's grants management software to provide a more up-to-date and efficent program and allow the incorporation of the eGRANT data into our Grants Management Database
- Completed the conversion of all of the TAC grants management forms and eGRANT forms to a fillable PDF form allowing greater functionality for the end user and the ability to control the information gathered
- Replaced five out-of-warranty workstations with new workstations
- Purchased and installed five new local printers
- Purchased and installed one document scanner and two photo scanners, allowing the Commission greater archival abilities
- Updated the Arts Commission's mailing list and deleted duplicates, saving the commission on mail costs

Planned Applications

None provided.

Department of Environment and Conservation

Mission

To enhance the quality of life of all Tennesseans and to be stewards of our natural environment.

Business Strategy

- Protect, preserve and improve the quality of Tennessee's air, land, and water
- Provide an understandable and responsive regulatory system
- Conserve and promote Tennessee's natural and cultural resources
- Provide a variety of quality recreation experiences

Technology Strategy

- The vision of the Information System Division (ISD), in agreement with the e-gov initiatives of EPA and the business program areas, is to consolidate all related TDEC environmental data into one centralized TDEC repository allowing electronic forms submission for our regulated constituency, workflow collaboration and tracking, data reporting to EPA and consistency of reporting on regulated state entities. Original and supporting documents will be electronically archived by associated business rules, and available on-demand, independent of the software application that produced the documents.

- To realize the vision requires the accomplishment of five major goals: one, to implement a plan for integrating all individual data repositories into an Oracle platform; two, to deploy the electronic forms platform for each division (regardless of location and function), for the collection and retrieval of the integrated data, regardless of collection device; three, to deploy the document management and archival module as an integral part of the solution; four, to deliver standardized and consistent data to the Environmental Protection Agency (EPA) via the Central Data Exchange (CDX) – the central location developed by EPA for submission of state data; and five, to incorporate the extraction and reporting of TDEC's key performance measures both internally and externally.

The completion of these major goals will accomplish the following:
- Provide TDEC with near real-time information on all regulated entities and managed land within the State of Tennessee
- Maximize efficiencies by eliminating many paper-to-electronic (and vice versa) media conversions
- Minimize the paperwork burden on regulated entities
- Facilitate cross-divisional collaboration through data and workflow process sharing
- Stem the increasing tide of paper archives and associated costs
- Satisfy federal regulations by providing the EPA with required data in a standardized format via the CDX (XML)

Achievements

- WATERLOG (part of the Enterprise Solution Plan), the Division of Water Pollution Control's home-built system that oversees permits, enforcement, and inspections is implemented
- Another nine fee programs added to the centralized Great Plains invoicing system
- Major upgrade to the Parks Hospitality Management System, giving Parks a real-time internet application over hotel operations

Planned Applications

- Continued implementation of the Enterprise Solution Plan, including further use of the WATERLOG system
- Fee Migrations
- Enforcement Standardization
- Migration from MS Access based systems to internet accessible applications for Dry Cleaners and Ground Water Pollution

Tennessee State Museum

Mission

The purpose of the Tennessee State Museum is to procure, preserve, exhibit, and interpret objects, which relate to the social, political, economic, cultural and military history of Tennessee and Tennesseans, and to provide exhibitions and programs for the educational and cultural enrichment of the citizens of the State.

Business Strategy

- Preserve and protect the artifacts presently in the State's collection.
- Solicit and accept gifts and contributions on behalf of the State and the Museum.
- Provide interpretation of objects (as mandated by Tennessee Code) -- to exhibit the collections in a manner in which the significance of the object and/or historical era or event becomes apparent to the general public.
- Provide gallery-based arts and humanities experiences for a statewide audience.
- Provide technical assistance in the maintenance of real and personal property not owned by the State, but managed by the Museum, and real property owned by the State, but not managed by the Museum.
- Provide direct service to the public aiding in the preservation of the State's cultural patrimony by providing information on identifying and preserving historic artifacts.

Technology Strategy

- Complete the digitization and integration of images into the automated collections management system for information, security and publication purposes.
- Provide security for the artifact(s) housed under the museum's care in the James K. Polk Building and the War Memorial Building.
- Provide electronic scheduling of groups for tours of the State Museum, Military Branch, State Capitol, and Red Grooms Carousel.
- Provide automated design capabilities encompassing exhibit concept drawings through finished construction blueprints.
- Provide desktop publishing for typing and layout of printed materials to be produced in-house.
- Provide word processing to staff.
- Complete connectivity within the Museum (LAN), within the State system (WAN) and to the world (WWW); and to provide electronic access to information and services on a 7x24x365 basis.
- Increase information systems staff.
- Replace existing computer equipment every four years

Achievements

- Completed the Desktop Replacement Project
- Continued the digitization and integration of images into the automated collections management system for information, security and publication purposes

Planned Applications

- Group Scheduling Upgrade

TN Wildlife Resources Agency

Mission

To preserve, conserve, manage, protect and enhance the wildlife of Tennessee and their environment for the use, benefit and enjoyment of the people of this state and its visitors. It is our mission to manage certain non-game wildlife to insure their perpetuation as members of ecosystems, for scientific purposes, and human enjoyment. The agency is also charged to promote the safety of persons and property in and connected with the use of vessels.

Business Strategy

The Tennessee Wildlife Resources Agency is using the media and educational opportunities to:
- Educate the public as to the needs of all wildlife in the state.
- Continue to enforce laws to protect wildlife, wildlife habitat, and boating safety.
- Pursue federal monies and various contributions to enhance wildlife programs.

Technology Strategy

- Continue Professional Development.
- Improve Service to Regions.
- Continue to evaluate impact of Business Strategy on IT strategy
- Review Disaster Recovery Preparedness.

Achievements

- Migrated all mainframe applications to our Remote Easy Access License System (the only remaining mainframe jobs are interfaces to STARS which will be replaced with Edison this year).
- Implemented Web-POS Harvest Phase II, allowing check stations that do not prefer to check-in big game harvests with a Point-of-Sale device to use the Internet.
- Participated in Edison HCM parallel testing, which required the manual conversion of our internal labor distribution/cost reallocation (SMAR) data for the pay periods tested.
- Completed TWRA-Region 5 Bldg 440 Hogan Rd @ Ellington Agricultural Center and Region2 Building to Metro-E (Ethernet) WAN Conversion, plus replaced existing hardware with 2-Cisco Catalyst 3750's, and PIX 515E.
- Developed Agency Laptop Encryption Plan and configuration of Checkpoint Entrust software.

Planned Applications

- Write RFP for REAL System
- Online Hunter Education Registration
- License Smart Guide
- Online Donations to WWF
- White-Tailed Deer PDA's

Transportation, Business and Economic Development

Department of Agriculture

Mission

To serve the people of Tennessee by promoting wise uses of our agricultural and forest resources, developing economic opportunities, and ensuring safe and dependable food and fiber.

Business Strategy

- Create a more effective, efficient, and focused Department of Agriculture
- Promote the wise and sustainable use of agricultural and forest resources
- Develop economic opportunities for Tennessee farmers, forestland owners, and agribusinesses
- Ensure a safe, wholesome, and dependable food supply
- Increase public awareness of the importance of agriculture and forestry to Tennessee's economy and quality of life
- Address bio-terrorism threat , invasive foreign animal diseases, contamination of the food supply or plant pests in TN or USA

Technology Strategy

- Move current business information systems to MS-ASP.Net and MS-SQL based systems, which are accessible by Internet
- Provide office staff and field personnel, with easy secure access to AG. information, through desktops or through wireless devices
- Provide the public with secure, restricted access to regulated business information

Achievements

- Dog and Cat License Program: System for tracking the licensing of Dog and Cat selling companies
- Animal Brand Registration: Registration of brands for cattle, horses etc is within the state of Tennessee
- Agriculture Browser Engine Updates: System is now being used for the tracking of financial transactions
- Upgrade SQL Server & Data From SQL-2000 to SQL-2005: All program data moved from SQL 2000 to SQL 2005
- SQL Server Reporting Services: Agriculture migrated existing production reports from Crystal to SQL Reports
- FSF Establishment Inspections: Browser based tracking system giving in-house and field personnel direct access to the data
- National Poultry Improvement Program: Program to track authorized poultry testers. Poultry establishments permitted & tracked
- In-House A/R for Reg. Dealers, Fertilizers & Charters: Transaction based billing/ collection program to record financial activities
- Fire Report Program Phase II: to replace a hand entered paper form(s) with an online version of Fire Reports
- Installation Of Two Windows 2003 Servers: new internet based version of FileNet Document Imaging
- TCATS: Wireless Tablets (Project Release 2.0 of TCATS): Allows forms to be signed by multiple number of people online
- Additional Exam Categories for (Pesticide Testing System): New or updated exams categories put into production
- Tennessee Agriculture Enhancement Program: Track producers, grant applications and all related details of individual grants
- Completion of TCATS with Wireless Inspections: Completion of automation 'circle' utilizing Remote Mobile Processing
- Completion of Forestry Vehicle and Equipment Inventory System: Manage current information on vehicles and fire equipment
- Forestry Personnel: Personnel Database was created so that the Fire Report can be tied tie to Federal Cost centers
- Implemented Animal Identification System: Provides ability to record and monitor multiple types of Tennessee livestock
- Best Management Practices : (BMP) program aids in the tracking and awarding of Grant money

Planned Applications

- Electronic submission of Pesticide Inspection data VIA an Intranet based Browser System using SRA-VPN
  access
- Installation of Windows Based Laboratory Information Management System
- Provide office staff and mobile field personnel, with easy secure access to business information
- Upgrade FileNet System
- Feed, Seed, Fertilizer, Lime System: Provide computer services that support the licensure and regulatory activities
- Registered Products–Revenue A/R Payment Entry module
- Dairy Regulatory System: Integrate Dairy regulatory programs into Agricultures browser based Information management system

Department of Economic & Community Development

Mission

To foster higher paying and better skilled jobs by recruiting new industries and helping existing businesses grow.

Technology Strategy

- Selecting and retaining the best possible personnel by using the tools of pay, training, recognition and task assignment to minimize turn over rate and maximize job performance
- Establish good business practices emphasizing fiscal restraint by analyzing alternatives and in house auditing
- Selecting and retaining the best possible personnel by using the tools of pay, training, recognition and task assignment to minimize turn over rate and maximize job performance
- Establish good business practices emphasizing fiscal restraint by analyzing alternatives and in house auditing.
- Investigate ways to strengthen and enhance the worldwide internet visibility of ECD
- Provide access to more and better information to make informed business decisions through data and application integration
- Include location geocoding in all applications department wide to link ECD business data with geography beginning with FIPS (Federal Information Processing Standards Publications) designations for cities and counties
- Continue enhancing computer technology in Local Planning Offices to insure compatibility with the State's GIS infrastructure.
- Continue to plan for a four-year replacement cycle of desktop PCs and printers established in September of 1998 and a three-year replacement cycle of notebook PCs
- Continue enhancing ECD's departmental Intranet to improve interdepartmental communication and dissemination of information
- Continue to maintain the departmental hot-site/disaster recovery and data replication for the downtown central office implemented (October 2005) and all remaining regional office locations implemented (March 2007). These replications will allow for quicker recovery of applications and data in case of a disaster and provide a smoother transition in developing limited business continuity

Achievements

- During FY 07-08 ECD's IT Division has taken advantage of Department restructuring, IT staff turnover and available new technologies to investigate new directions in Department data and application integration. Two demos of CRM software were scheduled during the second quarter and as a result of the demos ECD's IT staff has begun reanalyzing and fine tuning requirements to develop new design requirements to be used in developing the department's future direction in application and data integration.
- In spite of the challenges of staff turnover, Three new full time IT employees started with ECD in January of 08, ECD IT has completed or made significant progress toward the completion of several major projects. Completed projects include the Creative Services Project and Procurement Tracking System (C0020058) which includes not only the tracking of Creative Services Projects but a department wide Purchase Request System and an HR Employment Tracking System. Also complete with the exception of reports are the Research Division's County Data Sheet Project (C0020022) and the Community Data portion of the SMART project (C0020003)
- Significant progress has been made on the Tennessee Film Music and Entertainment Commission's on line Production Directory (C0020063) and the ECD IT Inventory is in test phase.
- Provide mobile users with new convertible notebooks with 3G wireless cards this year, upgrade and add Blackberries for 95 users, replace out of warranty printers and replace the out of warranty computers of IT staff, GIS users and other high end users. The remainder of the desktop replacement order was held up due to the statewide budget situation.
- As a result of recent events concerning data loss due to mobile computer equipment being lost or stolen, ECD has taken a proactive measure by developing a low cost solution, by installing TruCrypt encryption software on all notebook computers and USB\Flash memory storage devices used throughout the Department. ECD has included the use of this new encryption solution in it's Network Data Security/Access and Acceptable Use Rights and Obligations Policy, which is acknowledged and signed by all department staff.

Planned Applications

- Project Snapshot

Department of Tourist Development

Mission

The mission of the Department of Tourist Development is to create and promote the desire to travel to and within Tennessee, to develop programs to encourage and support the growth of the State's tourism industry, to manage a system of welcome centers that provides visitors with a positive impression of Tennessee and to encourage them to extend their stay, all of which contributes to the State's economic growth thereby enriching the quality of life for every Tennessean.

Business Strategy

The department will continue to develop and promote the advertising campaign, continue to improve the website, increase media exposure about Tennessee, and introduce other marketing services to increase consumer awareness of Tennessee as a travel destination. The department will continue cooperative marketing opportunities with businesses and communities in the travel industry that will increase their ability to attract visitors.

Technology Strategy

- Update Departmental resources and communications by promoting new technologies and methodologies
- Provide the tourism industry and travel media with accessible information and promotional tools
- Support the Sales and Marketing efforts of the Department
- Maintain a stable technology infrastructure to support the business requirements of the Department

Achievements

In the 2007/2008 fiscal year, Tourist Development Information Systems successfully:

- Met the technology requirements of 53 users in 17 statewide locations
- Fully executed Desktop Replacement Plan including replacement of eight laptop computers and four departmental color printers
- Replaced all Blackberry Devices with the Blackberry Curve 8310 and expanded number of units to 19
- Expanded number of 3G Sierra Aircard users to 12
- Converted Welcome Center cellular service from Verizon to Nextel to provide walkie-talkie capability to center staff and contract security officers
- Provided contract management for call center and fulfillment house contract

Planned Applications

None provided.

Department of Transportation

Mission

The mission of the Tennessee Department of Transportation (TDOT) is to "Plan, implement, maintain, and manage an integrated transportation system for the movement of people and products, with emphasis on quality, safety, efficiency, and the environment."

Business Strategy

TDOT's strategic direction identifies the Emphasis Areas the organization will focus on for a four year planning horizon to assure its ability to successfully accomplish its mission. Desired Outcomes for each area of emphasis are defined. TDOT's Strategic Plan can be found at http://www.tdot.state.tn.us/osp/pdfs/strategicplan2008.pdf. TDOT has four Key Emphasis Areas for fulfilling this mission. They are:

Strategies for Increasing Transportation Safety   Strategies for Maximizing and Managing Resources
Strategies to Address Customer Needs and Priorities Strategies to Develop Workforce Capabilities and Capacity

Technology Strategy

IT MISSION: The mission of the Information Technology Division is to enable people to deliver TDOT products and services by putting sustainable business and technology solutions in their hands. TDOT IT will address TDOT business needs by pursuing IT strategies focused on the following IT business needs:

Electronic Data Exchange	Rapid Development and Deployment	Wireless Infrastructure
Collaboration Tools	Process Modeling Services and Skills	Research and Development
Access Architecture	Document Management and Workflow	Business Continuity Plan
TDOT Enterprise Architecture	IT Service Model	Contract Management
Data Management	GIS Application Integration	

Achievements

- Base Mapping – A contract is now in place between OIR and TDOT to provide for the ongoing production of ortho imagery for use by state and local agencies. Aerial digital camera has been procured.
- CMS (Construction Management System) -- SiteManager went live in production in Regions 1, 2 3 & 4 in 2007.
- EDISON – The MMS and PPRM systems were modified to supply information to Edison.
- Infrastructure Improvements –Regional backup subsystems were replaced and software was upgraded. All Oracle RAC servers were migrated to new hardware platforms and the Oracle cluster was also upgraded from 10gR1 to 10gR3. The SAN (Storage Area Network) fabric was upgraded and redesigned.
- Project Management: The System Project Management Methodology was created and implemented.
- Strategic Planning: A new IT Strategic Plan was developed using a balanced scorecard approach.

Planned Applications

- Project Edison Interfaces and TDOT Budget for Edison
- Tennessee Overweight/Overdimensional Permitting System (TOOPS)
- E-TRIMS
- GIS – Base Mapping
- CMS – Materials Management System
- Right-of-Way/Utility Management
- Economic Modeling

- Statewide Environmental Management System (2 Phases)
- Data Center Migration / Business Continuity
- Service Desk Implementation
- SharePoint Collaboration
- Enterprise Document Management System – Pilot and Rollout
- Field Data Software and Hardware for the HELP Trucks Program (2 Phases

IT Positons By Agency

This table shows the number of State IT positions by agency. It excludes data entry, word processing and office automation classifications. The figures were obtained from the Department of Human Resources as of July 2008.

Agency Budget Code	Number of Positions	Agency Names
301	18	Legislative
302	34	Judicial Court
304	8	District Attorney General
305	12	Secretary of State
307	42	Comptroller
309	20	Treasury
315	1	Executive
316.01	1	Children and Youth Commission
316.02	4	Commission on Aging
316.03	1	Alcoholic Beverage Commission
316.04	1	Human Rights Commission
316.08	7	TRICOR
316.11	3	Tennessee Regulatory Authority
316.20	3	Housing Development Agency
316.25	25	Tennessee Arts Commission
316.27	1	State Museum
317.01	87	Finance and Administration (Excludes OIR)
317.03	419	Office for Information Resources
317.17	25	ERP
318	50	TennCare
319	8	Human Resources (formerly Personnel)
321	3	General Services
324	14	Probation and Parole
325	14	Agriculture
326	2	Tourist Development
327	48	Environment and Conservation
328	30	Tennessee Wildlife Resources Agency
329	51	Correction
330	18	Economic and Community Development
331	30	Education
332	1	Higher Education Commission
335	28	Commerce and Insurance
336	5	Financial Institutions
337	82	Labor and Workforce Development
339	45	Mental Health
341	12	Military
343	166	Health
344	35	Mental Retardation
345	243	Human Services
347	92	Revenue
348	30	TBI
349	38	Safety
359	121	Children's Services
400	130	Transportation

Total Positions 1842

Appendix

Information Technology Management Association

The State Information Technology Management Association (ITMA) is an organization of senior information systems management and systems staff in State government. The mission of this group is to provide a forum for these Information Systems Management professionals to share information relating to their environment and State government. The Group's objectives are to Identify common concerns, arrive at a consensus, and work toward their resolution.

The ITMA represents all departments, agencies, boards, and commissions and involves over 100 senior Information Systems Management staff. The ITMA was organized in February 1988, with leadership provided by both agency personnel and staff from the Office for Information Resources (OIR). The ITMA is governed by a 15 member Executive Board that is structured to include representation from the six business groups of State government: General Government; Health and Social Services; Law, Safety and Correction; Resources and Regulation; Education; and Transportation, Business, and Economic Development.

Monthly meetings of the Executive Board and the ITMA provide opportunities for the sharing of technical knowledge and discussion of administrative issues relevant to information systems management. An annual conference of the ITMA is held to provide a more intensive focus on professional issues related to information systems management.

In 1994, ITMA representation was added to the Information Systems Council (ISC) with the ITMA Chairperson serving as a non-voting member of the ISC.

ITMA Officers and Members for 2008

- *Chair*
  Mike Newman

- *Chair Elect*
  Paul Hartbarger

- *Secretary*
  Heather Gunderson

- *General Government*
  Steve Kriegish
  Legislative Branch

- *General Government*
  Hope Bragg
  Executive Branch

- *Education*
  Lisa Howard

- *Health and Social Services*
  Ralph Duke

- *Law, Safety and Correction*
  Paul Battenfield

- *Resource and Regulation*
  John Crawford

- *Transportation, Business and Economic Development*
  Gary Jenkins

- *OIR*
  Leighanne Haynes

- *At-Large Representatives*
  Vic Mangrum
  Tennessee Department of Transportation
  Clint Parsons
  Tennessee Bureau of Investigations

- *Immediate Past Chair*
  Melinda Parton

Awards Committee
Heather Gundersen-Mental Health and Developmental Disabilities

The Mission of the ITMA Awards Committee is to plan and implement an annual ITMA Awards Program to recognize those within our Information Systems community who have made a significant achievement in support of a key agency or state information technology system initiative or project.

The primary responsibilities of the Awards Committee involve planning and putting on the annual ITMA Awards Program. The Awards Committee also serves as the Nominations Committee, and coordinates the annual nomination and selection process for ITMA Award winners. Other responsibilities associated with the planning of this event include reserving the facility; coordinating budget support for plaques and refreshments; generating and distributing certificates for all Nominees; and posting photos of Award winners on the ITMA website.

Communications Committee
Chair John A. Crawford-Labor and Workforce Development

The Mission of the ITMA Communications Committee is to act as ITMA historians and ensure proactive communications in the ITMA community.

The primary responsibilities of the Communications Committee are to establish and maintain written procedures for maintaining the ITMA website with future, current and historical information relevant to the ITMA members. In addition, the Communications Committee will ensure the maintenance responsibility of the ITMA website is assigned to an ITMA member agency which may change from time to time.

Conference Committee
Chair Vic Mangrum-Tennessee Department of Transportation
Co-Chair Gary Jenkins-Economic and Community Development

The Mission of the ITMA Conference Committee is to provide an annual conference that offers challenging, thought-provoking, and enriching educational and networking experiences for the ITMA membership. The ITMA Conference Committee is a standing Committee of the ITMA Board of Directors. Conference activities designed by the committee seek to reflect the diversity of information technology and to meet the educational needs and interests of a wide range of state IT managers. The Committee plans and manages the conference in its efforts to secure access to meaningful programs and bring about excellent representation, attendance, and networking among the conference attendees.

The ITMA Conference Committee is responsible for the planning, development, and facilitation of the annual ITMA conference. With assistance from the ITMA Board and general membership, this includes, but is not limited to, identification of meaningful subject matter, scheduling conference sessions, securing speakers, site and special event planning, printed program design and production, website conference updates, and conference events facilitation and hosting.

Nomination/Election Committee
Chair Mike Newman-Health

The Mission of the ITMA Nomination/Election Committee is to be a Standing Committee of the ITMA Board. Its mission is to execute the nomination and election process for ITMA Board positions as defined in the Charter.

The primary responsibilities of the Committee are to plan, organize and execute the annual ITMA Board nominations and elections by (i) identifying individuals qualified to become Board members; (ii) select, or recommend to the Board and ITMA members nominees for each election of the Board; and (iii) develop and recommend to the Board criteria for selecting qualified director candidates.

Program Committee
Chair Paul Hartbarger-Commerce & Insurance

The Mission of the ITMA Program Committee is to plan and organize the ITMA monthly meeting programs providing an information sharing forum for the ITMA members.

The primary responsibilities of the Program Committee are to organize, prepare and plan monthly ITMA meetings that represent a wide variety of information and technology topics of interest to the ITMA members.

- **Technology Implementation Group (TIG)**

  This group provides a networking forum for the information systems community to stay abreast of the State's microcomputer-supported software and hardware. The meetings provide educational opportunities, an opportunity to discuss common issues related to micro support, and a means for the dissemination and sharing of information related to local and wide area networking. A committee of personnel from State agencies and OIR plan meetings.

- **Small Agency Support Group (SAG)**

  The mission of the SAG is to provide assistance and support to small agencies. The group was created in 2003 to meet the growing need for agencies with limited Information Systems resources to share information and find resourceful ways to cope with issues facing smaller agencies. Members of the group meet on a bi-monthly basis to share information, receive training, and assist each other with issues concerning their agencies.

- **IT Executive Council (ITEC)**

  The purpose of the Council is to create a forum for IT Executives to discuss critical information regarding current security issues, operational issues, Enterprise IT Policy, procurement, and other timely topics. The Council is comprised of OIR leadership and IT Directors.

Special Event

The 2008 ITMA Conference was held at the Nashville Sheraton.

Office for
Information Resources

OIR provides direction, planning, infrastructure, resources, and coordination in managing the information technology needs of the State of Tennessee. OIR is a division within the Department of Finance and Administration. Their customers and partners consist of State agencies, departments, commissions, local education agencies, K-12 schools, and higher education. OIR serves as staff to the Information Systems Council (ISC), and under the ISC's guidance, provides technical direction and assistance, as well as computer service bureau services, to the State's agencies and departments.

OIR Vision

The Vision of OIR is to be the enabling organization in transforming information technology into valued services to Tennesseans.

OIR Mission

The Mission of OIR is to provide leadership and support in creating an environment and information infrastructure in which value adding information systems, computing services, and communications technologies are provided that assist government in delivering quality services to Tennesseans.

OIR Organization

OIR has a management structure designed to best fulfill OIR's statewide mission, as well as focus on serving the needs of the agencies and the citizens of Tennessee.

Operations	*Enterprise Policy and Planning*
Command Center Operations	Enterprise Architecture/Quality Assurance, Testing, and Research
Data Center	
IT Project Management	Procurement and Contract Management
Geographic Information Systems (GIS)	Security
Data Center Operations	Planning/T Training
Special Services	Administration
Data Networking and Telecommunications	
TN Information Infrastructure (TNII)	*Technology Financial Management*
Applications and Solutions Delivery	

Office for Information Resources
Billable Services for 2007-2008

The chart on the following page shows total billings to various State agencies broken down by the following categories:

IT PROFESSIONAL SERVICES -

CONSULTING SERVICES - Charges for the time of individuals with expertise in micro systems, distributed systems, mainframe systems, Systems Programmers, Quality Assurance specialists, Document Management specialists, and Project Management specialists.

DRM (Data Resource Management) - Charges for time used to design, develop and maintain databases for specific projects as requested by the user agencies.

VOICE COMMUNICATIONS - Charges for telephone services across the State. Services range from system design and cost estimates to installation of single lines or large systems that can serve campus-like environments.

DATA COMMUNICATIONS - Charges for connectivity services for all State approved data networks whether they are in stand-alone environments or connected to the WAN. This category includes new installations, charges for movement of existing services, add-ons to existing equipment and planning for all services furnished.

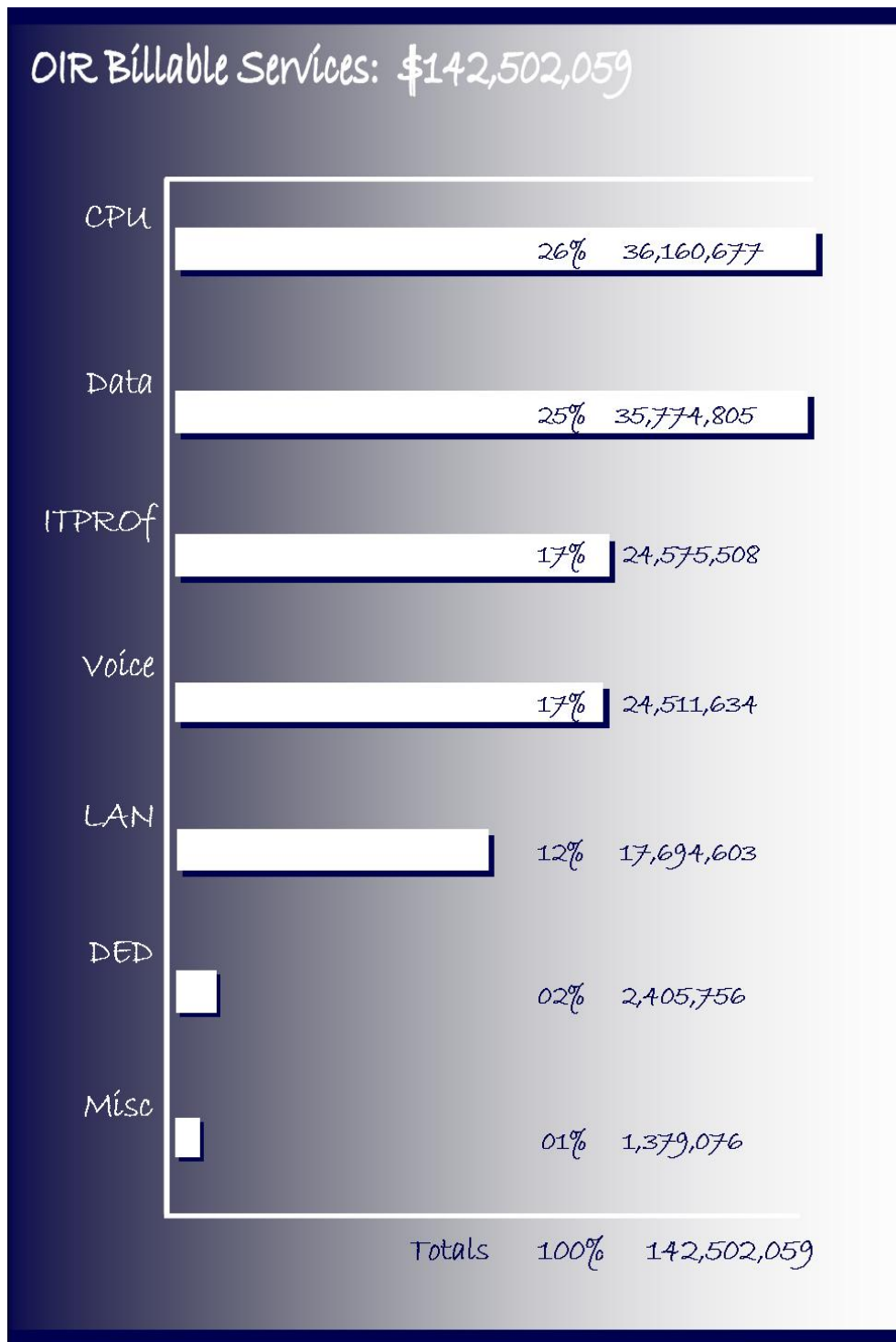**DISTRIBUTED SERVICES –** Charges for servers and data storage units located at Data Center.

CENTRAL PROCESSING UNIT (CPU) - Charges for processing transactions on the mainframe, as well as any resulting printing and disk storage.

LAN SUPPORT - Charges for LAN systems support that can include planning, procurement, maintenance, State Web Sever administration and LAN monitoring.

DEDICATED SERVICES - Charges for the use of terminals, printers, departmental-level systems, communications controllers, and communication interfaces.

MISCELLANEOUS SERVICES - Charges for training courses administered by the OIR training staff, GIS services, tapes, microfiche, Integrated Help Desk services, and OIR contracted software used by agencies.

Billable Services for 2007-2008

OIR Billable Services: $142,502,059

Service	%	Amount
CPU	26%	36,160,677
Data	25%	35,774,805
ITPROf	17%	24,575,508
Voice	17%	24,511,634
LAN	12%	17,694,603
DED	02%	2,405,756
Misc	01%	1,379,076
Totals	100%	142,502,059